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# Results Review and Resources Request (R4)

FY 2001

ZIMBABWE



March 1999

Agency for International Development  
Washington, D.C. 20523

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## MEMORANDUM

TO: Mr. Jay Smith, AFR/DP

FROM: Ms. Rose Marie Depp, USAID/Zimbabwe

DATE: March 31, 1999

RE: R4 Cover Memo

In the past 18 months, Zimbabwe's economy and political stability have deteriorated at an alarming rate. Desperation and hopelessness have increased among large segments of the population. Zimbabwe is in a state of national crisis.

- Economic performance is declining. Interest rates and inflation rates (both over 50%) are at unprecedented levels. The exchange rate of the Zimbabwe dollar has plummeted by over 300% since late 1997, and unemployment is near 60%. This has created a frustrated, well educated and mostly unemployed youth cohort.
- Social infrastructure is crumbling. One of the premier African role models for the education and health sectors is now failing to deliver to its people. The fact that an estimated 25% of the adult population is now infected with HIV and that there will be nearly one million AIDS orphans by 2005 exacerbates the problem -- highlighting the crisis at the household level.
- Government response is wholly inadequate. Economic mismanagement and short-term politically expedient decision-making are making a mockery of the hopes for economic liberalization that were envisioned only two years ago. An aging single party government, resistant to calls for change but bankrupt of creativity and new ideas, is sliding into repression.

Based on the degree and rapidity of negative change in Zimbabwe over the past two years, USAID/Zimbabwe was instructed to develop a new strategy that permits flexible responses in sectors where USAID has the ability to mitigate the crises. Thus, a new "transitional" Country Strategic Plan (TCSP), 2000-2005, has been submitted to Washington (March 1999) for review. Its approval will constitute a new management contract between Washington and USAID/Zimbabwe.

The new strategy is based on several assumptions:

- The current political and economic problems will worsen before they improve. A breakdown into chaos, while not predicted is possible.
- It is in the U.S. national interest to change its strategic tack but remain engaged in Zimbabwe in order to protect past investments and contribute to regional stability.

- Despite the crisis, Zimbabwe remains an important regional player with immense potential. Zimbabwe's educated populace, infrastructure base and resolute civil society give hope that creative responses to the crises will be found. USAID has established linkages in both the public and private sectors that provide opportunities to mitigate the crises and influence change before the situation deteriorates to a more destructive level of conflict.
- A decision will be made to postpone the planned 2003 mission closure and there is USAID/W commitment to provide increased resources.

The plans contained in *USAID/Zimbabwe Country Strategic Plan, 1997-2003* (approved in June 1997) to close certain programs will remain valid. Some key activities will continue -- either as important elements of the new strategy or as "residual" activities.

This FY 2001 R4 presents mission results for the final year of the 1997-2003 CSP. It delineates those strategic areas where USAID will either discontinue results reporting or will modify its reporting in order to integrate on-going activities into the new strategy. *There will be significant management and resource issues that result from the decision to remain in Zimbabwe beyond 2003. They are highlighted in greater detail in the new TCSP which should be read in conjunction with this document for a greater understanding of the mission's analysis and rationale for the strategy and its proposed interventions, results and resources required.* Briefly, the resource ramifications are:

**Program funding.** The Bureau for Africa has already increased funding levels for 1999 and 2000 and has indicated that there could be more resources in 2001 and beyond. USAID requests \$19.3 million in FY 2001.

**Staffing.** Reductions of American staff (from 21 in 1996 to 11 in 1999) will continue and then hold at a steady but modest level of 7 USDHs through the FY 2001 and into the "outyears." FSN levels will increase by three positions between FY 1999 and FY 2001. In the TCSP, the mission has described its ability to move more aggressively into certain sectors which would require additional but modest increases in program funded USPSC and FSN staff.

**Operating Expenses.** USAID/Zimbabwe, through investment and careful timing of local currency trust funds disbursement, is able to maintain a flat OE request level of less than US\$1.6 million per year through FY 2002.

USAID/Zimbabwe looks forward to the approval of the Transitional Country Strategic Plan. Once approval is received, the mission teams will move forward in the further development of technical results packages and refinement of results indicators and the submission of a mission Performance Monitoring Plan. The current target submission date is the end of CY 1999. A new management contract will be driven by outcomes of the strategy review in late March/early April, 1999.

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# **PART I**

## **OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE**

Zimbabwe is in economic and political crisis. The past 18 months have been characterized by rapid economic, social and political deterioration. Endowed with a wealth of human and natural resources, a balanced and diversified industrial base, and adequate infrastructure, the short to medium term presents difficult challenges for both the Government of Zimbabwe (GOZ) and civil society in managing what is likely to be a turbulent political transition.

Economic mismanagement by the GOZ, poor economic performance in key export sectors, and declining social services and infrastructure, have combined to create open dissatisfaction with the state of the nation by the citizenry. There is rapidly increasing poverty, an inflation rate of 50%, interest rates over 50%, government waffling on a coherent land reform policy, unemployment of nearly 60%, limited political competition and official repression against the opposition. Breaches in the integrity of separation of powers between the three branches of government have created a constitutional crisis. These factors *and the speed with which they have manifested themselves*, have created a challenging situation for Zimbabwe's social partners -- Government, the private sector and labor -- to mitigate what is an unprecedented economic and political crisis.

***Significant Issues Requiring an Adjustment in the Management Contract:*** The Country Strategic Plan (CSP) for Zimbabwe for 1997-2003, approved in April 1997, was developed as a graduation and close-out strategy. The 1997 CSP was premised on a growing economy and economic reform that was expected to lead to an orderly political transition. Since the strategy was approved, the situation in Zimbabwe has changed so significantly -- and so rapidly -- that close-out by 2003 is no longer realistic. A new strategy is required to meet the current challenges as Zimbabwe faces the possibility of greater instability and even violent confrontation. Thus, Washington has requested that the mission revise its strategy. A new Transitional Country Strategic Plan (TCSP 2000-2005) was submitted to Washington in early March, 1999 and provides greater detail on the current dynamics, and a proposed USAID response.

The premise of the new strategy is that citizen frustration could turn into disorder, and possibly, chaos. The mission proposes a crisis mitigation strategy; deferral of "graduation," and interventions based on several possible scenarios. The strategic linkage to the MPP<sup>1</sup> has been altered from one of supporting open markets, broad-based growth, democracy and humanitarian assistance, to one that assists the USG foreign policy security goal of helping prevent, defuse and manage crises. It is in the USG's national interest to assist in the maintenance of regional stability.

If the TCSP is approved, this R4 will be the final results reporting under the current CSP and management contract, although some residual activities will continue as planned in areas where sustainability can be addressed. New Strategic Objectives and Results Frameworks have been developed and corresponding Performance Monitoring Plans will be finalized in the coming months. A new management contract with Washington is needed. This report concentrates on the status of each SO in the transition from the old CSP to the new TCSP (2001-2005). The

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<sup>1</sup> A discussion of U.S. National Interests, Agency Goals and Mission Performance Plan linkages with each of USAID/Zimbabwe's Strategic Objectives (SOs) is included under each SO narrative in Part II of this document.

following table summarizes performance of the current Strategic Objectives during the latest reporting period.

Strategic Objective	Performance Assessment	Comments
SO1: Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities.	ON TRACK	Activity will be extended through FY 2002, per approved CSP (97-03)
SO2/IR 1: Broadened Ownership in a Growing Economy (Low-income housing)	ON TRACK	PACD is 9/30/2000; results reporting through FY 2002 R4.
SO2/IR 2/3: Broadened Ownership in a Growing Economy (Private Sector)	ON TRACK	SO will close 9/30/2000; FY 2001 R4 will be final reporting year.
SO3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods	ON TRACK	Family planning activities will be reduced; new focus on HIV/AIDS prevention.
SpO: Increased Citizen Participation in Economic and Political Decision-Making	ON TRACK	Activities will be expanded; new SO beginning FY 2000.

Under its current management contract, USAID/Zimbabwe attempted to consolidate development gains made since independence in 1980. However, the mission team found that it became increasingly difficult to make progress in certain sectors due to the increasingly traumatized social, economic and political environment. While USAID's assistance program continued to achieve results as defined in the CSP (1997-2003), it has become clear that a vastly different tack is required in the delivery of USG development assistance. Each sector has been influenced by political and economic events which have persistently failed to meet the development challenges and expectations of the country at all key levels and at crucial times. Lack of political commitment to the HIV/AIDS crisis, misguided macro-economic policies, corruption, and politically expedient decision making and misdirected priorities on the use of scarce national resources are but a few examples of the current crisis.

***Most Significant Program Achievements in the Reporting Year:*** Interventions in community-based natural resources management (SO1) have produced steady gains to engaged communities. Viable ways of diversifying economic options for rural communities to enhance sustainability are being explored. The family planning program has one of the best track records in Africa in instituting reproductive health services with contraceptive prevalence of 42% for Zimbabwean women. HIV/AIDS prevention programs have achieved near universal awareness of HIV, demonstrated successful interventions in the private sector and are now moving into new methods of increasing behavior change through Voluntary Counseling and Testing (VCT).

The low-income housing program has developed models of public-private partnerships relevant to meeting new demands for access to shelter for poor households. Despite the depressed economic climate, microfinance programs have soared due to increased demands at USAID-supported institutions. Employee stock ownership plans (ESOPs) have gained prominence and credibility among all key stakeholders to lead the way to the adoption of enabling legislation.

Based on approval of a Democracy and Governance Special Objective in July 1998, a team was created to assist Zimbabweans in addressing the most fundamental questions of their political economy and fledgling democracy -- issues of competition and participation. Personnel have been recruited and mechanisms for implementation are in place; the Zimbabwe Democracy Strengthening activity is ready to issue its first grants; and the U.S. NGO implementing the Zimbabwe American Development Foundation Cooperative Agreement will begin awarding sub-grants before the end of the third quarter of FY 99.

***Overall Prospects for Progress through FY 2001:*** In the budget request year, the mission program will be informed by the new Transitional Country Strategic Plan (TCSP 2000 – 2005). Current program elements will either phase out, as planned in the current CSP (1997-2003), or be factored into the new TCSP.

*Summary of the Required Transition from the Current CSP to the TCSP*

- Natural Resources Management activities under Strategic Objective 1. This activity, implemented in collaboration with the CAMPFIRE Program, will continue as approved under the current management contract until 2002. No resources are requested. Results reporting will end in FY 2002.
- Low-income housing will end in FY 2000. No resources are requested. Results reporting will end after the FY 2002 R4.
- Private sector activities will be closed by FY 2000. No resources are requested. Results reporting will end in the FY 2001 R4.
- HIV/AIDS and family planning programming will be folded into a new SO in the TCSP, *HIV/AIDS Crisis Mitigated*. Performance monitoring will continue and an updated performance monitoring plan will be developed prior to the FY 2002 R4.
- Activities of the current Special Objective will be folded into a new SO, *Enhanced Citizens' Participation in Economic and Political Decision-Making*. A performance monitoring plan is being submitted concurrently with the TCSP and this R4.
- A new Special Objective, *Access to Opportunities for Disadvantaged Groups Expanded*, has been developed and a performance monitoring plan will be developed prior to the FY 2002 R4 submission.

## **PART II**

### **RESULTS REVIEW BY STRATEGIC OBJECTIVE/SPECIAL OBJECTIVE**

## **SO 1: NATURAL RESOURCES MANAGEMENT STRENGTHENED FOR SUSTAINABLE DEVELOPMENT OF CAMPFIRE COMMUNITIES**

**Summary:** The Natural Resources Management Program (NRMP) supports CAMPFIRE (Communal Areas Management Programme for Indigenous Resources), to strengthen natural resources management (NRM) capacities for the sustainable development of participating rural communities. USAID finances the development and dissemination of sustainable NRM technology, as well as the establishment of local-level resource management institutions.

The NRMP works with an array of GOZ Departments (e.g., National Parks and Wildlife, Natural Resources, and Forestry) and non-governmental organizations. An Institutional Contractor is helping the CAMPFIRE Association (CA) strengthen management capabilities and manage sub-grants to NGO service-providers and the Association's Rural District Council (RDC) members.

### **I. Relationship to U.S. Foreign Policy Objectives**

The NRMP contributes to achieving the following U.S. foreign policy objectives: securing a sustainable global environment; promoting broad-based economic growth; and, increasing adherence to democratic practices and respect for human rights. It does so by: conserving biological diversity (USAID Objective 5.2); increasing sustainable natural resource management (5.5); contributing to broad-based economic growth (1.3); developing a politically active civil society (2.3); and encouraging more transparent and accountable government institutions (2.4).

### **II. Summary Performance Statement**

*Mission Performance Assessment:* ON TRACK

NRMP's 1998 targets have, with only one exception, been met, and the program has made substantial progress toward achieving its objectives.

- The number of CAMPFIRE communities achieving "model status" increased from 2 in 1997, to 46 in 1998, exceeding our target of 5 by 900%.
- The value of CAMPFIRE revenues increased from U.S. \$1,732,453 in 1996 to U.S. \$1,944,308 in 1997, exceeding the target of U.S. \$1,900,00 by 2.3%.
- The number of CAMPFIRE's participating households increased *from 200,000 in 1997 to 319,000 in 1998*, substantially exceeding our target of 210,000.
- The value of CAMPFIRE revenues devolved to participating households fell from Z\$84 in 1996 to Z\$59 in 1997, failing to meet the target of Z\$150.

### **III. Performance over the Past Year Relative to Plans**

An evaluation of NRMP's support to CAMPFIRE (Mitchell Group, 7/98) concluded that, "In favorable habitats of Zimbabwe's agriculturally marginal communal lands, (CAMPFIRE)... *sports a stable track record of producing meaningful benefits for local residents*".

The evaluation notes, however, that CAMPFIRE's performance continues to be challenged by a number of factors, including:

- the need for District-level institutions to devolve greater authority and programme revenues to producer communities;
- the amount of time, effort and skills required to develop "diversified", non-wildlife, products and markets; and,
- questions related to appropriate staffing levels for the RDCs and the CA Secretariat.

In the face of such constraints, the evaluators recommended that RDCs review their commitment to devolving authority and revenues to customer communities as an incentive to conserve commonly-held resources. Further, it was recommended that implementers become more circumspect in judging success and recognize that the movement to a diversified revenue stream is unlikely to be achieved as quickly, or as easily, as that obtained by tapping into the safari hunting market. The evaluators cautioned the Programme not to try to be everything to everybody, spread limited resources too thinly, create unrealistic expectations or build organizational capacities that can not be supported by revenues.

In 1998 the number of households participating in CAMPFIRE grew well beyond expectations, and by year's end CAMPFIRE was active in twenty-seven (27) Rural Districts, or roughly one-half of the country and reached nearly one-tenth of all Zimbabweans. While 207,000 households were regularly active in implementing CAMPFIRE another 112,000 households were occasionally active in developing or learning about the Programme.

This year one-quarter of CAMPFIRE's most active communities (n = 175) achieved "model status" as well-functioning, self-sustaining, and environmentally-sound decision-making entities. This achievement testifies to the success of sustained institution-building efforts and signifies advancing Programme maturity.

CAMPFIRE continues to generate substantial income with 17 of the 27 "active" Districts producing U.S. \$1.9 million. However, the income distribution is highly skewed with 7 Districts accounting for 85.9% of all revenues. The remaining Districts were actively engaged in developing a variety of income-generating NRM proposals which in itself is a measure of progress.

Despite ongoing efforts to diversify the revenue base, sport hunting continues to dominate the Programme's revenue streams accounting for 93% of 1997's income. Although a few Districts made progress in implementing non-consumptive eco-tourism and forestry activities in the face of lucrative sport hunting options, CAMPFIRE is unlikely to achieve its goal of diversifying the revenue base quickly or easily. For this reason next year's revenue diversification target has been revised downward to a more realistic figure of 10 percent of gross Programme income.

Of CAMPFIRE's 1997 revenues 47% (Z\$10,630,455) was devolved directly to 115 participating communities to be used for development projects and/or distributed as household dividends. While one-half of the revenue-generating Districts devolved between 50 and 80% of their income to participating communities, the remainder distributed less than 50%. Some of the

Programme's wealthiest Districts devolved only 30-40% of their income, a precedent which could ultimately undermine CAMPFIRE's fundamental incentive structure.

Of the income devolved to participating communities, the "average" benefit was Z\$92,438 (min = Z\$2,998, max = Z\$893,117), or about Z\$59 per participating household. While this figure falls short of the target household benefit (Z\$150), the number of benefiting households increased dramatically during this period due to District decisions to spread income more evenly among constituents. Considering monetary devaluation and RDCs' inclusionary definition of participation, the target household benefit for 1998 has been revised downward to Z\$118.

Movement toward the adoption of sustainable NRM practices participating communities, as indicated by their adoption/enforcement of NRM by-laws, was measured for the first time in 1998. Four of the 14 Districts being monitored on this indicator adopted by-laws which were sanctioned by the cognizant Ministry of Local Government. Within these Districts all CAMPFIRE communities participated in the development of the NRM code(s), and ratified them in public fora. The team is informed that, "...by-law compliance was observed to be effective in regulating resources that attract immediate and direct benefits..." and traditional leaders with the support of CAMPFIRE committees have been quick to apprehend and punish offenders.

CAMPFIRE continues to be an environmentally sound land use strategy in wildlife-producing Districts. Populations of elephants and buffalo, which are accepted proxy indicators for other species, have remained stable in some areas while increasing in others. Although habitat quality has improved due to the above-average rainfall, habitat area continues to decline due to the expansion of human settlement into wildlands, the blockage of wildlife corridors and the fragmentation of ecosystems. The loss of wildland is especially worrying, and according to the World Wildlife Fund (WWF), "...a continuation of the...trends...for a further decade will almost certainly compromise the survival of viable populations of large wild herbivores outside protected areas...(and)...the sustainability of CAMPFIRE". Fortunately, many CAMPFIRE communities are now employing environmentally-sound land use planning to mitigate the processes underlying habitat loss and fragmentation.

#### **IV. Performance through the Budget Request Year**

##### *Expected Results and Management Actions*

Prospects for achieving NRMP objectives by the current PACD (September 2000) are not good and additional time would be required to increase the number of CAMPFIRE communities with established NRM programs and diversify CAMPFIRE's revenue base. Pipeline analysis suggests that currently obligated funds are sufficient to fund slightly reduced program activities until 2002. No additional funds are being requested.

## Performance Data Tables

<b>OBJECTIVE:</b>	SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities		
<b>APPROVED:</b>	1997 CSP	<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>RESULT NAME:</b>	SO #1 A		
<b>INDICATOR:</b>	Number of CAMPFIRE communities with established NRM programs		
<b>UNIT OF MEASURE:</b> Community (#)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> CAMPFIRE Association, Zimbabwe Trust	1996 (B)		0
<b>INDICATOR/DESCRIPTION:</b> “Established” means “well-functioning, self-sustaining and environmentally sound”. “Community” means “Wards”. “Self-sustaining” is appraised in terms of the amount of devolved revenue. “Environmental soundness” is judged in terms of aerial survey and habitat/vegetation reports, as well as stable offtake quotas. “Well-functioning” is determined by attaining a Process-Oriented Monitoring System (POMS) score of 80-100 percent. As indicated in our Results Framework, POMS measures CAMPFIRE community institutional development across 8 dimensions: procedural functioning; quality of Committee; participation of residents in decision-making; Committee roles; interaction with supporting agencies; development/implementation of NRM plans; development/implementation of community projects; and involvement within the community. “Model” communities require no further institutional development assistance.	1997	2	2
	1998	5	46
	1999 (T)	60	
	2000 (T)	75	
<b>COMMENTS:</b> 1998 CAMPFIRE “graduates” include: Mtetengwe and Makakavhule in Beitbridge; Chitsanzeni, Chehondo, Malipati and Pahlela in Chiredzi; Sidinda and Mabale in Hwange; Madlambudzi, Bambadzi, Huwana and Hingwe in BulilimaMangwe; Wards 1,3,4,7,9 and 10 in Tsholotsho; Wards 14 and 18 in Gwanda; Mukota A in Mudzi, Tawana, Neshangwe, Chapoto, Chisunga, Gonono, Chidodo and Mahuwe 7 and 8 in Guruve; Chawarura, Hwata, Gutsa and Nachaya in Muzarabani; Rengwe, Chundu, Chidamoyo and Nyamakate in Hurungwe; and, Mola 3 and 4, Negande, Kasvisva, Musambakaruma, Gachegache and Makande in Nyamunyami.  In view of this year’s performance, the 1999 target is being set at 60 communities, or one-third of the “most active” participating Wards. The target for 2000 is being set at 75, or 43 percent of the “most active” participating Wards.			

<b>OBJECTIVE:</b> SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>RESULT NAME:</b> SO #1 B			
<b>INDICATOR:</b> Value of TOTAL CAMPFIRE benefits			
<b>UNIT OF MEASURE:</b> Z\$ and US\$	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> CAMPFIRE Association and WWF	1989 (B)		Z743,699 US349,811
	1995		Z14,082,032 US1,614,912
<b>INDICATOR/DESCRIPTION:</b> "Total means "all revenues generated from CAMPFIRE activities".	1996		Z17,445,801 US1,732,453
	1997	Z23,750,000 US1,900,000	Z22,865,071 US1,944,308
<b>COMMENTS:</b> The bulk of CAMPFIRE's natural resource products are export-oriented, and hence, foreign exchange earners. During the 1996-1997 period, the Z\$ de-valued steadily against the US\$. Given the continuing instability of the local currency, future year targets will be expressed solely in US\$.	1998 (T)	US2,200,000	
	2000 (T)	US2,500,000	
(Note: Due to the length of time required to compile annual income data, and actually devolve income to participating communities, 1998 financial data will not be available until mid-1999.)			

<b>OBJECTIVE:</b> SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>RESULT NAME:</b> SO #1 C			
<b>INDICATOR:</b> Number of Households in CAMPFIRE Communities			
<b>UNIT OF MEASURE:</b> Z\$ and US\$	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> CAMPFIRE Association and WWF	1989 (B)		9,000
	1995	N/A	103,000
	1996	N/A	105,000
	1997	N/A	200,000
	1998	210,000	319,000
	2000 (T)	350,000	
<p><b>INDICATOR/DESCRIPTION:</b> “Household”, as used here follows accepted Central Statistical Office (CSO) criteria. The CAMPFIRE Association has divided participating households into three categories: 1) those located in Districts which are members of the Association, benefit from donor-funded training and/or awareness-building activities, and receive devolved revenues as a Ward or household dividend; 2) those located in member Districts, but only benefiting from training and/or awareness-building activities; and, 3) those located in member Districts, but not having, as yet, received any benefits from programme membership. Category 1 participants, are characterized as “most active” and comprise 207,000 households. Category 2 or 3 participants, characterized as either “moderately active” or “nascent” comprise another 112,000 households.</p> <p><b>COMMENTS:</b> The universe of households in CAMPFIRE communities needs to be distinguished from the sub-set of households in CAMPFIRE communities which actually receive financial (\$) benefits. More than one-half CAMPFIRE’s current District members are “non-producers”, many of which are only beginning to receive the training and institutional support necessary to develop/implement income-generating activities.</p> <p>The 2000 target, previously set at TBD, is now being set at 350,000 households, which represents a 10 percent increase over the 1998 “actual” figure.</p>			

<b>OBJECTIVE:</b> SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>RESULT NAME:</b> SO #1 D			
<b>INDICATOR:</b> Value of local-level CAMPFIRE benefits per benefiting household			
<b>UNIT OF MEASURE:</b> Z\$ and Households (#)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1989 (B)		Z\$44
<b>SOURCE:</b> CAMPFIRE Association and WWF	1995	Z\$112	Z\$72
	1996	Z\$135	Z\$84
<b>INDICATOR/DESCRIPTION:</b> “Household”, as used here, follows accepted Central Statistical Office (CSO) criteria, and encompasses only those CAMPFIRE member households actually receiving financial (\$) benefits. “Local-level” benefits refers to that amount of TOTAL CAMPFIRE revenues which is “devolved” to participating households. “Devolved” means that households determine how these financial benefits should be used.	1997	Z\$150	Z\$59
	1998 (T)	Z\$118	
	2000 (T)	TBD	
<p><b>COMMENTS:</b> It is important to monitor not only the percentage of TOTAL CAMPFIRE revenues which is being “devolved” to communities, but also the per capita household impact of such benefit distributions.</p> <p>Note 1: In 1997, 46.5% of Total CAMPFIRE income (see Table SO#1 B) was devolved directly to 207,000 Category 1, “most active”, households (see Indicator Description, Table SO#1 C). Another 15-25% was disbursed by RDCs on behalf of all participating communities to support management and programme operations, construction and maintenance of programme infrastructure, and equipment procurement/maintenance.</p> <p>Note 2: In the past two years, many income-earning Districts have opted to share CAMPFIRE revenues with non-producer communities, the net effect of which has been the near doubling of Category 1, “Active”, CAMPFIRE households. As a consequence, per capita household benefits have been greatly reduced.</p> <p>(Note: 1998 financial data not available until mid-1999)</p>			

## **SO 2: BROADENED OWNERSHIP IN A GROWING ECONOMY**

### **IR. 2.1: Broadened Low-income Home Ownership**

**Summary:** This IR provides technical assistance and capital resources to expand the low-income housing market. The main activity is the Private Sector Housing Program (PSHP) which has a PACD of September 2000. No additional funding is anticipated under this IR. The customers are Zimbabwe's low-income households. Partners include 5 building societies, 8 Ministries, as well as 24 participating local authorities, and Civil Society Organizations such as the Civic Forum on Housing and NGOs such as Housing People.

#### **I. Relationship to USAID's Goals and U.S. Foreign Policy Objectives**

Broadened ownership of low-income housing contributes to the Agency Goal of "Broad-Based Economic Growth." Activities conform closely to Agency guidelines which stress "strengthening markets" and "expanding access and opportunity." Because it addresses the critical issue of Zimbabwe's uneven income distribution (the fifth worst in the world according to UNDP)<sup>2</sup> this IR also supports the MPP's economic growth goal by expanding investment and increasing employment.

#### **II. Performance Statement**

*Summary Performance Assessment:* ON TRACK

The IR results met expectations despite economic deterioration. Zimbabwe's currency collapsed, devaluing by 300% since November 1997, and interest rates increased to 45%. As a result, mortgage lending has become unavailable outside of the USAID program. Those who could access building finance through other means were hampered by an inflation rate of over 100% for building materials.

#### **III. Performance over the Past Year Relative to Plans**

In 1998, the PSHP:

- created 23,672 new jobs in Harare and Bulawayo alone;
- opened the door to private sector financing and development of infrastructure projects through a GOZ policy circular;
- deregulated interest rates by convincing the GOZ to remove interest rates' ceilings for mortgages;
- facilitated the first privatization of water and sewage services in Zimbabwe, (City of Gweru);
- improved the business skills of three hundred small-scale building contractors;
- assisted with the establishment of a secondary mortgage finance corporation;
- cleared over 25,000 surveys pending at the Surveyor General's Office; and

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<sup>2</sup> United Nations Development Program, *Human Development Report 1998 Zimbabwe*, 1999.

- established a Resource Cities program to create technical exchanges between Savannah, Georgia and Mutare, and Saginaw, Michigan and Gweru.

Targets for increased housing affordability and for construction of new low-income homes have been surpassed, but, results in mortgage lending were lower than originally targeted due to the adverse macro-economic conditions.

**Affordability:** The price of a low-income house remained affordable even though family purchasing power deteriorated significantly. The cost of the minimum standard house decreased last year in real terms, representing a 74% decrease in the price from baseline data of 1992, and surpassed the 1998 goal by 61%. These gains reflect the efficiencies realized by the public-private partnership approach introduced in Zimbabwe under the PSHP and success in attracting private contractors into the low-income housing market thereby increasing competition and lowering prices.

**Housing Construction:** Low-income housing produced by the private sector has steadily increased and a record number of homes were constructed last year. The total of 21,196 new low-income houses represents a 35% increase over last year's result, which also surpassed the previous year's target. This is attributed to the combined low-income housing development by private developers, housing co-operatives, local authorities and building societies. The PSHP contributed 47% of the total or 9,960 units.

Local authorities were successful in enforcing the PSHP requirement of an affordable and extendable houses. There was increased countrywide competition among the private construction contractors who viewed low-income housing contracts as their main source of income as funding for public sector projects on which they had previously depended further declined. The Ministry of Local Government and National Housing released a new policy circular which allowed greater private sector participation in urban financing and development.

**Mortgage Financing:** USAID funds provide mortgages through the private sector to families whose members earn a maximum of U.S. 50 cents a day. In 1998, the majority of mortgage funds provided to low-income families in Zimbabwe were sourced through the PSHP. Responding to higher interest rates, building societies now invest their funds in the short-term money market rather than in long-term mortgages. Because interest rates are projected to continue to increase for the medium term, private sector mortgage finance will remain extremely scarce. Thus, the only funds available for low-income families in the immediate future will be those provided by the USAID program, along with those private sector funds that the PSHP leverages.

#### **IV. Performance through the Budget Request Year**

##### *Expected Results and Management Actions*

Overall economic conditions will continue to significantly affect progress under SO 2 through FY 2000 as results are linked to the larger macro-economic environment. Funds normally used for mortgage finance are being diverted into higher-yield short-term instruments. This reduced

availability of mortgage financing will continue to have an impact on the poor's ability to access financing for homes. Continued inflation and the steady decline in value of the Zimbabwe Dollar are expected to lead to rising costs for infrastructure development and housing construction, impacting negatively on housing affordability.

In response, USAID has begun a policy dialogue with the GOZ on policies that permit long-term lending in inflationary economies. Complementing this dialogue, U.S. \$10 million for mortgage finance and \$5 million for land development were released in FY 1999 carrying the program to its September 2000 PACD. USAID will continue to promote involvement by more private contractors in servicing and selling stands to increase competition and lower relative prices.

It is anticipated that as more Local Authorities adopt and implement a more appropriate minimum plot size, (instituted as a result of USAID policy dialogue efforts in 1996), the costs of projects will continue to decline. In spite of these efforts, the macroeconomic conditions will continue to constrain progress on IR goals. The PSHP has provided USAID with significant experience in obtaining results by working directly at the local level. Through its contacts with local officials, the Mission has earned credibility and access to local leaders and will build on this experience by improving local governance under the Citizen Participation Strategic Objective in the TCSP.

### **Accountability, Transparency and Improved Local Governance**

Responsible for providing the infrastructure and services necessary for the citizens' welfare and for continued economic growth, local authorities are the key to ensuring Zimbabwe's economic and social success. The impact of investments in economic growth, health and the environment depends upon the ability of local governments to effectively represent their people, articulate their priorities and implement that agenda. Municipal finance provides the key for effective local governance by providing a mechanism to meet citizens' needs.

USAID and the World Bank have been working together to expand the municipal finance sector to increase the options available to local authorities for providing critical services. Limited technical assistance provided by USAID will help leverage \$100 million in World Bank capital funds. This assistance is already showing a positive impact:

- ❖ A feasibility study for expanding the municipal finance system was completed last year;
- ❖ A private-public working group meets regularly and has developed and is implementing an Action Plan;
- ❖ Six local authorities have been rated by an international credit rating agency; and
- ❖ Urban councils have adopted standardized accounting and budgeting systems.

Effective fiscal planning and improved local government management will allow for increased citizen participation in the budget process and the prioritization and allocation of local expenditures. As a result of these changes, Zimbabwe's residents will benefit not only from improved urban services but also greater accountability, transparency and good governance.

## PERFORMANCE DATA TABLES

<b>OBJECTIVE:</b> Broadened Ownership in a Growing Economy				
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe		
<b>RESULT NAME:</b> Increased Access by Low-Income Households to Mortgage Financing				
<b>INDICATOR:</b> SO 2.1 Absolute Number and Percent of Total Mortgage Loans Going to Urban Low-Income Household				
<b>UNIT OF MEASURE:</b> Number and percent		<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Mortgage Institution Reports PSHP Monitoring and Evaluation System Indicator Update, Calendar Year 1998		1992 (B)		1,220 #M – 1,070 #F – 150 #M – 88% %F – 12%
<b>INDICATOR/DESCRIPTION:</b> Annual data, gender disaggregated		1995	7,329	15,962 #M – 13,089 #F – 2,873 %M – 82% %F – 18%
<p><b>COMMENTS:</b> The 1998 figures underreport the number of individuals who accessed mortgages for low-income housing. Last year, certificates of occupancy representing 21,196 new homes were issued by local authorities. Building societies only officially record a mortgage once a title deed has been issued. According to data from building societies, only 4,803 mortgages were issued. Mortgages that were issued for houses built on Stateland were not recorded due to delays in title processing, although these houses are already occupied. In spite of this underreporting, there has been a significant reduction in available mortgage financing as building societies have moved their lending capital away from long-term mortgages and into short-term high yield investments. The current macro-economic environment will continue to restrict low-income families' access to mortgage finance.</p> <p>As noted in the previous R4, mortgage target levels have been adjusted to their original estimates and the gender disaggregated levels reflect a more realistic target.</p>		1996	7,863 #M – 6,290 #F – 1,573 %M – 80 %F – 20	4,672 <i>gender data unavailable</i>
		1997	8,397 #M – 6,718 #F – 1,679 %M – 80 %F – 20	5,894 <i>gender data unavailable</i>
		1998	8,931 #M – 7,591 #F – 1,340 %M – 85 %F – 15	4,803 #M – 4,325 #F – 478 %M – 90% %F – 10% <i>Incomplete Data</i>

<b>OBJECTIVE:</b> Broadened Ownership in a Growing Economy			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>RESULT NAME:</b> Broadened Low-Income Home Ownership			
<b>INDICATOR:</b> IR 2.1.1.1 Number of Low-Income Houses Built Annually			
<b>UNIT OF MEASURE:</b> Number per urban population	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1992 (B)		0.77
<b>SOURCE:</b> Demographic and Health Survey	1996	0.88	2.7
	1997	0.96	3.8
<b>INDICATOR/DESCRIPTION:</b>	1998	1.06	4.8
	2000 (T)	1.3	
<b>COMMENTS:</b> This indicator is measured on a house per 1000 population basis rather than measuring absolute numbers of new homes constructed. This approach more realistically measures overall impact in the sector because Zimbabwe's urban population increases at 5.3% annually.			

<b>OBJECTIVE:</b> Broadened Ownership in a Growing Economy			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>RESULT NAME:</b> Increased Affordability of Low-Income Housing			
<b>INDICATOR:</b> IR 2.1.3 Average price of a minimum standard urban house and serviced stand			
<b>UNIT OF MEASURE:</b> Z\$ 1992	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1992 (B)		\$30,552
<b>SOURCE:</b> PSHP Monitoring and Evaluation System Indicator Update, Calendar Year 1998	1996	\$29,024	\$20,196
	1997	\$28,642	\$18,018
<b>INDICATOR/DESCRIPTION:</b> A lower actual number indicates success.	1998	\$28,260	\$17,538
	1999 (T)	\$27,878	
<b>COMMENTS:</b> Given the current macro-economic situation with rising inflation, high interest rates, and a dramatic devaluation of the Z\$ the fact that the current price has remained at below targeted levels is significant. It is still uncertain, however, if this success can be maintained if the macro-economic conditions continue to deteriorate.	2000 (T)	\$27,496	

## **SO 2: BROADENED OWNERSHIP IN A GROWING ECONOMY**

### **IR. 2.2 Broadened Ownership of Existing Businesses**

### **IR. 2.3 Accelerate Creation/Expansion of MSMEs**

**Summary:** SO 2's IR. 2.2 and 2.3 form USAID Zimbabwe's Private Enterprise Development activity. IR. 2 seeks to increase the number of Zimbabweans owning shares in existing companies, and IR. 3 aims to provide new business opportunities for Zimbabwean micro, small and medium enterprises through the creation of business linkages to established firms and increasing access to finance. The ultimate customers of SO 2 are Zimbabwean employees and owners of micro, small and medium-size businesses.

SO2 Private Enterprise Development's key activities are:

- support to Employee Ownership/Employee Stock Ownership Programs (EO/ESOPs) at the firm level and the creation of a conducive environment for ESOPs. Key partners in this activity are a local private consulting firm, labor unions and various economic Ministries and Departments of the Government of Zimbabwe;
- building sustainable relationships/business linkages<sup>3</sup> through key sector-based associations such as the Confederation of Zimbabwe Industries (CZI), Zimbabwe National Chambers of Commerce (ZNCC) and the Horticulture Promotion Council (HPC);
- increasing access to finance through Loan Guarantee Programs (LGP) operating at local commercial banks who are USAID's key partners;
- supporting microfinance development activities through partner microfinance institutions -- Zambuko Trust, Phakama Development Company, Masvingo Credit Against Poverty and the Zimbabwe Association of MicroFinance Institutions (ZAMFI), a recently established sector association; and
- providing technical business support to small and medium enterprises (SMEs) through activities of the International Executive Service Corps (IESC) and the World Learning Program.

### **I. Relationship to U.S. Foreign Policy Objectives**

These investments are broadening ownership of productive assets in a growing economy. They focus on the following U.S. foreign policy objectives: promoting broad-based economic growth and opening foreign markets to goods, services and capital. It does so by: expanding and strengthening critical private markets (USAID Objective 1.1); by providing expanded, more equitable access to economic opportunity for the rural and urban poor (1.3), and contributes to

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<sup>3</sup> Business linkages allow small and medium enterprises to do business with larger, established firms mostly through sub-contracting arrangements; in this way SMEs can expand their operations while creating employment.

the MPP's goals of opening markets, expanding U.S. exports and encouraging broad-based economic growth.

## **II. Performance Statement**

*Summary Performance Assessment:* ON TRACK

The performance of SO 2's Private Sector Development activity is highly dependent on the general performance of the economy. A "growing economy" is the fundamental assumption upon which all activities are based.

*Performance over the Past Year Relative to Plans*

During 1997/1998, the macroeconomic environment deteriorated rapidly. Inflation and minimum lending rates increased by margins of over 100%, the local currency (Z\$) depreciated by over 60%, the stock market lost 50% of its value and prime lending rates reached 45%. Business confidence was at its lowest ebb, capital flight became the norm and few new or business expansion investments were made.

In summary, 1998 statistics show that the cumulative number of businesses and individuals affected by USAID's program stood at over 17,000 thus exceeding the 1998 target of 13,700 by 24%. In terms of the value, only 45% of the target was achieved (Z\$78.7 million against a target of Z\$176.0 million). The main reason for lower volumes in terms of value is that USAID-sponsored business linkages and facilities provided by banks under the Loan Guarantee Program tended to be lower than projected.

The number of loans under the LGP increased from 311 (1997) to 415 at the end of 1998. This performance is 4% above the 1998 target of 400 loans. In terms of value, the portfolio increased from Z\$16m (1997) to Z\$19.2 million in 1998, which is only 48% of the 1998 target of Z\$40 million. The main reason for this development was that participating banks tended to provide lower than projected value of individual loans.

The microcredit portfolio continued to register impressive results. The cumulative number of loans provided by USAID-supported microfinance institutions reached 13,393 loans. This result is 138% above the 1998 target of 5,624 loans. In value terms the microcredit portfolio stood at Z\$14.7 million -- 165% above the 1998 target of Z\$5.6 million.

The cumulative number of business linkages increased from 39 in 1997 to 724 as at end of 1998. However, the total number of linkages was 40% below the 1998 target of 1,820. In value terms, the volume of linkages increased from Z\$12.2 million to about Z\$17.8 million. This result was only 24% of the 1998 target value of Z\$73.2 million.

The cumulative number of companies with employee-owners (EOs) increased from 1 to 2 by the end of 1998. The number of EOs and value of shares owned by employees in ESOP transactions supported by USAID increased by 56% (from 1,600 to 2,500) and 20% (from Z\$22.5m million to Z\$27.1 million), respectively. Despite this upward trend, the results were below the 1998

targets of 4,000 and Z\$50 million. This was mainly due to the depressed business confidence prevailing for most of 1998.

Qualitatively, the program performed well despite a deteriorating macroeconomic environment:

- USAID initiatives changed tactics to focus less on ESOPs at the transactional level to greater emphasis on policy changes to create a better environment for ESOP transactions, including tax incentives.
- Over 40 companies received direct assistance on how to structure Employee Ownership (EO) schemes and to finance these through savings from improved productivity using the “open book” management concept. ESOPs models compatible to the local business context were generated and successfully tested;
- Sixty (60) bank managers received LGP training on financing SMEs and structuring franchise deals;
- Three (3) microfinance institutions, including Zambuko Trust, received consulting services to develop business plans to be used as a management tool to enable portfolio expansion and greater sustainability;
- USAID supported the establishment of a microfinance association and donors in Zimbabwe became signatories to a Memorandum of Understanding to co-finance the five year business plan of this organization, the Zimbabwe Association of Microfinance Institutions (ZAMFI);
- USAID produced the third nationwide survey of micro and small enterprise in Zimbabwe, (“GEMINI” report), which remains the seminal source of information on the country’s MSME sector in Zimbabwe; and
- USAID developed a ‘sources of finance’ database housed and managed by Empretec/Zimbabwe (a UNDP private sector development initiative) for use by MSMEs.

#### **IV. Performance through the Budget Request Year**

##### *Expected Results and Management Actions*

Prospects for achieving reasonable results for SO2 in the medium to long term are mixed due to unfavorable macroeconomic conditions. The ESOPs and business linkages portfolios are suffering as conditions worsen so lower than targeted results are expected. However, the number of loans to MSMEs are expected to increase as more people are forced into the informal economy.

No new activities will be initiated before the September 2000 PACD and no additional performance reports will be prepared. Remaining resources will be used for an independent

evaluation of the entire Private Enterprise Development portfolio prior to next year's R4 submission.

Under the TCSP (2000-2005), access to economic opportunities and microenterprise activities targeted at disadvantaged groups<sup>4</sup> will be undertaken to respond to the deteriorating macro-economy that is increasing marginalization of already disadvantaged groups in both rural and urban areas.

### PERFORMANCE DATA TABLES

<b>OBJECTIVE:</b> Broadened Ownership in a Growing Economy			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>RESULT NAME:</b> Broadened Ownership of Existing Businesses			
<b>INDICATOR:</b> IR 2.2 Critical mass of new Employee Stock Ownership Plans (ESOPs)			
<b>UNIT OF MEASURE:</b> Number of companies Value of stock (Z\$ million) No. of employees and Value per employee (Z\$)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	Base year	(10) (Z\$0.0) (0) (Z\$0.0)
<b>SOURCE:</b> 1998 Annual Performance Report Prepared by International Capital Corporation under the PEDS III contract with PWC.	1996	(10) 0 (Z\$0.0) Z\$0.0	(14) (Z\$147.0m) (17,174) (Z\$1,224)
	1997	(16) 1 (Z\$50.0m) Z\$25.0m 2,000 Z\$12,500	(16) (Z\$227.7m) (19,774) (Z\$11,516)
<b>INDICATOR/DESCRIPTION:</b> Cumulative No. and value of shares of companies with ESOPs of greater than 5% of the total share portfolio.	1998	2 Z\$50.0 4,000 Z\$12,500	2 Z\$27.1 2,500 Z\$10,840
	<b>COMMENTS:</b> Rapid deteriorating macroeconomic environment has made it difficult for companies to finance ESOPs through commercial bank facilities. SO2 has made a tactical change moving away from supporting individual ESOP transactions to activities geared towards creating an environment conducive to ESOPs through policy dialogue.		
<b>REPORTING CHANGE:</b> As detailed in last year's R4 and SO2 Performance Measurement Plan submitted to USAID/Washington during the last quarter of 1998, the contents of this table have changed to reflect results directly attributed to USAID's interventions.			

<sup>4</sup> Among the disadvantaged groups are women, the unemployed and/or underemployed, the disabled and orphans caused by HIV/AIDS.

## Performance Data Tables

<b>OBJECTIVE:</b> Broadened Ownership in a Growing Economy			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>RESULT NAME:</b> Acceleration/Expansion of Micro Enterprises			
<b>INDICATOR:</b> IR 2.3.1 Credit to microenterprises			
<p><b>UNIT OF MEASURE:</b> Number, total value of the Portfolio and value per client in 1995 Z\$</p> <p><b>SOURCE:</b> 1998 Annual Performance Report prepared by International Capital Corporation under the PEDS III contract with PWC.</p> <p><b>INDICATOR/DESCRIPTION:</b> Cumulative number, value and average size of loans made by USAID assisted microfinance institutions.</p> <p><b>COMMENTS:</b> Having expanded its portfolio four fold during 1997, in 1998 Zambuko Trust efforts were directed towards consolidation its position. Zambuko moved to its new head office and developed a three year business plan expected to be used as a strategic management tool as the institution moves towards commercialization in the new millenium. The other two microfinance institutions supported by USAID dedicated the year towards restructuring and developing business plans.</p> <p><b>REPORTING CHANGE:</b> As reported in last year's R4 and SO2 PMP, this table reflects the results of USAID assisted microfinance institutions only. As a reference point to the old results reporting planned and actual figures are bracketed.</p> <p>In last year's R4 we recommended to combine results of loans made by microfinance institutions with those made to SMEs by banks under the LGP. In retrospect since the funding cites and target client are different, we have chosen to maintain the segregation so as not to distort the impact of USAID support.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	Base year	(2,124) (Z\$4.0m) Z\$1,883)
	1996	(3,700) 5,000 (Z\$5.2m) Z\$5.2m (Z\$1,405) Z\$1,040	(6,242) (Z\$6.2m) (Z\$977)
	1997	(5,300) 6,200 (Z\$7.2m) Z\$6.2m (Z\$1,358) Z\$1,000	(18,846) (Z\$24.9m) (Z1,305)
	1998	7,500 Z\$7.5m Z\$1,000	13,393 Z\$14.7m Z\$1,096
	1999	8,800 Z\$8.8m Z\$1,000	
	2000	10,000 Z\$10.0m Z\$1,000	

<b>OBJECTIVE:</b> Broadened Ownership in a Growing Economy			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/ZIMBABWE	
<b>RESULT NAME:</b> Acceleration/Expansion of Micro Enterprises			
<b>INDICATOR:</b> IR 2.3.2 Credit to small and medium size businesses			
<b>UNIT OF MEASURE:</b> Number and value in 1995 Z\$	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> 1998 Annual Performance Report Prepared by International Capital Corporation under the PEDS III with PWC	1995	Base year	0.0 Z\$0.0m
	1996	200 Z\$15.0m	182 Z\$10.7m
<b>INDICATOR/DESCRIPTION:</b> Number and total value of USAID guaranteed loans/facilities made to SMEs.	1997	300 Z\$30.0m	311 Z\$18.8m
	1998	400 Z\$40.0m	415 Z\$19.2m
<p><b>COMMENTS:</b> In terms of numbers, the portfolio continues to perform above annual targets. The total value of loans continue to under perform as participating banks, faced by a harsh macro-economic environment reflected by a high interest regime, continue to provide loans at lower levels than was anticipated during the project design stage.</p> <p><b>REPORTING CHANGE:</b> In retrospect to our proposal contained in last year's R4 submissions and for reasons cited in the table reviewing the performance of our microfinance portfolio, loans to SMEs under USAID Loan Guarantee Program are reported separately.</p>			

### **SO 3: REDUCED FERTILITY AND INCREASED USE OF HIV/AIDS PREVENTION METHODS**

**Summary:** SO 3 is two-pronged: a family planning (FP) objective of decreased fertility; and behavior change aimed at reduced HIV/AIDS incidence. Zimbabwe has achieved considerable success; the total fertility rate fell by 33%, from 6.5 to 4.3 between 1984 and 1994. In HIV/AIDS, despite almost universal knowledge about the disease, Zimbabwe has not yet met success in its efforts to decrease transmission. Thus, USAID's objective during the five-year strategic period is increased use of prevention measures -- although reduced incidence is the long-term goal.

USAID works closely with the Zimbabwe Ministry of Health (MOH), including the National AIDS Coordination Programme (NACP) and Zimbabwe National Family Planning Council (ZNFPC). Key contractors and cooperating agencies include Population Services International (PSI), for Voluntary Counseling and Testing (VCT) Condom Social Marketing and the PROFAM activities; PACT for the NGO strengthening activity; the POLICY project, for advocacy and policy activities; Population Communication Services (PCS) for the youth campaign; and the Population Council for operations research both in the area of HIV/AIDS and reproductive health.

#### **I. Relationship to U.S. Foreign Policy Objectives**

The SO contributes to U.S. policy, the goals of stabilizing world population growth, protect human health and reduce the spread of infectious diseases. It focuses on the following Agency objectives: unintended and mistimed pregnancies reduced (Objective 4.1); and HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced (4.4). The Objective supports MPP in two goals areas related to HIV/AIDS prevention and broad-based economic growth.

#### **II. Performance Statement**

*Summary Performance Assessment:* ON TRACK

The SO met its performance targets in 1998, with varying degrees of success. Good progress was made in HIV/AIDS prevention where NGOs implement most activities. The FP program, still dominated by the public sector suffered serious setbacks. As discussed earlier, Zimbabwe is in an economic and political crisis. The MOH, including both the NACP and ZNFPC, has suffered high staff attrition in the last few years and real expenditures have been curtailed drastically due to inflation. A 300% devaluation of the Zimbabwe dollar increased prices of imported commodities and sabotaged efforts to increase the public and private sectors' role in contraceptive procurement. A revised strategic objective accounting for the changed environmental conditions was submitted to USAID/Washington in the TCSP (2000-2005) in early March 1999.

Despite these setbacks, some strong results were recorded. Particularly noteworthy are:

- The condom social marketing activity exceeded targets: 4.5 million condoms were sold during the year, 70% more than the target of 2.6 million.
- A comprehensive assessment identified six sites for the new Voluntary Counseling and Testing (VCT) activity. The sites will open in early 1999.
- The NGO Strengthening activity met all its targets: 14 NGOs were recruited and organizational assessments conducted and organizations are being strengthened.
- The ZNFPC completed a groundbreaking study on syndromic management of Sexually Transmitted Infections (STIs).
- The ZNFPC successfully completed a Youth Campaign on Reproductive Health that resulted in significant behavior change among adolescents.
- The NACP completed the AIDS Impact Model (AIM) booklet and produced more than 8,000 copies. They are being used to underscore the multi-sectoral impact of the epidemic.

### **III. Performance over the Past Year Relative to Plans**

The purpose of this SO is to increase use of complementary FP and HIV/AIDS prevention services. Major achievements of the five Results Packages (*RP*s) follow:

*RP 1 Improved quality of family planning services:* An evaluation reported significant behavior change in the “Youth Campaign on Reproductive Health”. Lessons learned will be incorporated into the “Beyond Awareness” campaign planned by the Ministry of Information. Also completed was a groundbreaking study at ZNFPC clinics that provided important lessons on integration and syndromic management of STIs.

The private sector program, PROFAM, which promotes low-priced commercially marketed contraceptives faced unexpected impediments. The price of the imported, commercially marketed contraceptives has become unreachable for most women due to the precipitous devaluation – for example a cycle of pills once priced at Z\$18 now costs Z\$45. Due to the deteriorating economy and because these products are not subsidized, the viability of this activity is now in question; USAID is now reviewing the continued relevance of the activity.

*RP 2 Adequate supply and proper management of contraceptive logistics:* In 1998, the condom social marketing program was highly successful; sales of *Protector* condoms exceeded targets by 70%. (Unlike PROFAM contraceptives, *Protector* is subsidized and thus the price in Zimbabwe dollars remained constant despite the devaluation.) Sales of the female condom remained low. Though research we are seeking ways to increase its distribution and use. Given the high vulnerability of women to contract HIV, and the fact that it is the only female-controlled method that prevents HIV transmission, USAID intends to continue to support the female condom.

Couple-years-of-protection (CYP) data indicate that use of hormonal and long-term methods may have fallen in 1998. Data from 10 sentinel surveillance sites showed a decrease in CYP of approximately 8% from 1997 largely attributable to the breakdown of the distribution system as the cost of delivering contraceptives throughout the country escalated. Disturbingly, the positive

trend set since the 1980s has reversed. Despite this, there was a 10% increase in the number of public sector condoms distributed as NGOs and others became more involved in condom distribution<sup>5</sup>. To better understand the problems -- and find radical solutions -- USAID, with technical assistance from the Global Bureau, sponsored a contraceptive logistics conference for the MOH in 1999. Recommendations are now being reviewed.

*RP 3 Improved Policies for Better Decision-making:* In 1998 the NACP completed the AIDS Impact Model (AIM), and presented a detailed analysis on the impact of HIV/AIDS on different sectors of society. Although more than 8,000 copies of this document, the most comprehensive document on HIV/AIDS ever produced in Zimbabwe, were printed, more are needed and are being reprinted. The NACP continued to develop a national HIV/AIDS policy and there is now a final draft. Approval is expected in mid 1999. While this has been a long process, it has also catalyzed considerable discussion about the epidemic by people from all walks of life. The AIM booklet and the Policy document will be presented together in 1999 to senior politicians and business leaders to encourage stronger support for HIV/AIDS program.

*RP 4 Strengthening NGOs for HIV/AIDS Control:* In 1998, PACT (the cooperating agency) selected 14 out of 59 applicants to participate in the activity. An extensive organizational capacity assessment revealed that NGOs have very limited capacity yet are facing increased challenges by the epidemic. The findings form the baseline for a variety of organizational development activities that PACT will start to implement in 1999.

*RP 5 Behavior Change Resulting From Communication Interventions:* The VCT activity got off to a strong start in 1998; a comprehensive needs assessment of 75 potential sites was conducted and 6 sites were selected as VCT sites. Counseling protocols were revised and finalized and a monitoring and evaluation plan developed. The GOZ reviewed testing protocols and agreed that rapid tests could be used at the VCT sites. The first site will open in April 1999.

A range of donor-funded activities complement USAID-funded activities and contribute to the fertility reduction and increased use of HIV/AIDS prevention measures. A key partner is the British Department for International Development (DfID) which funds public sector condoms and co-funds the condom social marketing program. In reproductive health, USAID collaborates with several donors, including DfID and the United Nations Population Fund.

#### **IV. Performance through the Budget Request Year**

##### *Expected Results and Management Actions*

USAID is revising this SO and has proposed a new SO in the TCSP (2000-2005). In view of the gravity of the HIV/AIDS crisis, VCT is the primary component of the new SO and a new component to strengthen orphan-care programs has been added.

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<sup>5</sup> Overall the target of dispensing 165,000 CYPs in 1998 was exceeded slightly with 165,772 CYP because in previous years the target was exceeded.

In view of the significant problems facing FP, a prospective evaluation of FP in Zimbabwe was conducted in November 1998. The key recommendations were: (1) USAID should continue to support contraceptive procurement for a few more years allowing time for other donors to provide funding (this funding is contingent on development by GOZ of a plan for acquiring contraceptives from other sources); and (2) MOH should review the mandates of the various entities involved in reproductive health and develop a plan to streamline and overcome gaps. These findings have been incorporated into the new strategy.

### PERFORMANCE DATA TABLES

<b>OBJECTIVE:</b> SO3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods			
<b>APPROVED:</b> April 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/ZIMBABWE	
<b>RESULT NAME:</b> SO Indicator 1: Total Fertility Rate			
<b>INDICATOR:</b> Total Fertility Rate			
<b>UNIT OF MEASURE:</b> Births per woman	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Demographic and Health Survey	1984		6.5
<b>INDICATOR/DESCRIPTION:</b> Number of children a woman would have by the end of her childbearing years if she were to pass through those years bearing children at the currently observed age-specific rates. (ref: 1994 DHS)	1988		5.5
	1991		4.29
	1999 (T)	4.0	
<b>COMMENTS:</b> DHS advance work began in 1998. Results will not be available until the end of 1999.			

<b>OBJECTIVE:</b>	SO3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods		
<b>APPROVED:</b>	April 1997 CSP	<b>COUNTRY/ORGANIZATION:</b> USAID/ZIMBABWE	
<b>RESULT NAME:</b>	SO Indicator 2: Condom Distribution		
<b>INDICATOR:</b>	Total No. of condoms sold or distributed		
<p><b>UNIT OF MEASURE:</b> Condoms distributed from central GOZ warehouse and condoms sold through the social marketing program.</p> <hr/> <p><b>SOURCE:</b> PSI data for Protector condoms; ZNFPC reports for public sector condoms</p> <hr/> <p><b>INDICATOR/DESCRIPTION:</b> Million of condoms sold or distributed.</p> <hr/> <p><b>COMMENTS:</b> The British DfID finances the public sector condom procurement</p> <p>*The target for MOH distribution was reduced in 1997 when it became clear that the MOH would not be able to increase distribution (as planned in the IBRD-funded STI program), due to resource constraints.</p> <p>In accordance with findings of an audit on R4 indicators, Protector sales and MOH distribution data has been disaggregated. According to the audit, since USAID does not support the procurement, the number of condoms distributed by the MOH should not be an indicator. Nonetheless, an observer who wants to understand whether condoms are widely available in Zimbabwe needs to know about MOH distribution because Protectors only represent a portion of the total number. Thus, the MOH distribution date is included.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994 (B)		MOH: 33 million
	1995	Protector: 1 million	Protector: 1 million MOH: 49 million
	1997	Protector: 2 million 63 million*	Protector: 2 million MOH: 44 million
	1998	Protector: 3 million MOH: 50 million	Protector: 4.5 million MOH: 49 million
	1999 (T)	Protector: 4 million MOH: 49 million	
	2000 (T)	Protector: 5 million MOH: 49 million	
	2002 (T)	Protector: 7 million MOH: 49 million	

<b>OBJECTIVE:</b>	SO3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods		
<b>APPROVED:</b>	April 1997 CSP	<b>COUNTRY/ORGANIZATION:</b> USAID/ZIMBABWE	
<b>RESULT NAME:</b>	RP 1 Improved Quality of Family Planning Services RP 2 Adequate Supply and Proper Management of Contraceptive Logistics		
<b>INDICATOR:</b>	Couple years of protection (CYP) (10 representative sentinel surveillance sites)		
<b>UNIT OF MEASURE:</b> Couple years of protection (CYP)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1992 (B)		152,074
<b>SOURCE :</b> Annual Family Planning Monitoring Survey (FPPMES) conducted by ZNFPC	1993		124,357
	1994		157,090
<b>INDICATOR/DESCRIPTION:</b> Couple years of protection based on contraceptives dispensed by Ministry of Health and ZNFPC clinics in 10 randomly chosen districts.	1997	145,000	179,385
<b>COMMENTS:</b> 1) Indicator does not include private sector distribution. 2) Data is from MOH MIS forms (T5) except sterilization which is taken from theater records. 3) CYP are based on the following: for pills 1 CYP = 15 cycles; injectables: 1 CYP = 1/3.5 injections; Norplant: 1 CYP = 1/3.5 implants; sterilization 1 CYP = 1/10 sterilizations. 4) Condoms are excluded from the calculations because statistics collected at district level are not reliable (some districts don't even record the number dispensed). 5) For 1998: Bulawayo data collected on sterilization was incomplete. 2 <sup>nd</sup> semester are estimates only, based on previous semester trends. This accounts for very small proportion of total CYP and significantly affect results reported. 6) In last year's R4, it was reported that 184,000 CYP were achieved in 1997. The above is slightly lower, 179,000, based on data that was submitted to USAID after last year's R4 was completed. <b>Note this indicator serves as proxy for CPR since DHS data will not be available until end of 1999.</b>	1998 (T)	165,000	165,772

<b>OBJECTIVE:</b> SO3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods			
<b>APPROVED:</b> April 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/ZIMBABWE	
<b>RESULT NAME:</b> SO Indicator 3 Increased Use of HIV Prevention Measures			
<b>INDICATOR:</b> Number of clients tested and counseled for HIV/AIDS at USAID funded VCT sites			
<b>UNIT OF MEASURE:</b> Individuals who seek counseling and testing.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1998 (B)	0	0
<b>SOURCE:</b> PSI reports	1999 (T)	3,000	
	2000 (T)	25,000	
<b>INDICATOR/DESCRIPTION:</b> The voluntary decision of an individual to be tested for HIV, then to receive the results and counseling indicates the individual's willingness to change his/her behavior.	2001 (T)	50,000	
	2002 (T)	72,000	
<b>COMMENTS:</b> This is a new indicator, adopted in 1998. It will be incorporated into the revised Strategic Objective to be submitted to USAID/W in 1999. (Note that last year's R4 mentioned that a new indicator would be developed.)			

## **SPO: INCREASED OPPORTUNITIES FOR CITIZENS' PARTICIPATION IN ECONOMIC AND POLITICAL DECISION-MAKING**

**Summary:** The Special Objective (SpO) was approved by USAID/W in July 1998. It addresses the lack of competition in Zimbabwe's political and economic system. The intent is to enable citizens to contribute to a dialogue with government that allows competing views and ideas to be heard in reaching decisions.

### **I. Relationship to U.S. Foreign Policy Objectives**

The SpO supports the U.S. policy of promoting democracy and USAID's Agency Goals of developing a politically active civil society and encouraging more transparent and accountable government institutions. The SpO supports the democracy objective in the MPP for Zimbabwe.

### **II. Performance Statement**

*Summary Performance Assessment:* ON TRACK

The mission understands that SO/SPOs that are less than eighteen-months old will not be reviewed. Because of the importance of this objective, the mission has assessed progress in implementing the SpO and in developing a new SO to expand assistance in the wake of changing political and economic conditions. The SpO approval was contingent upon "the mission submitting a monitoring plan with targets and indicators". The plan was due in January 1999, prior to the R4 review. Given that an expanded SO was being developed, USAID/W approved submitting an expanded performance monitoring plan simultaneously with the TCSP in March, 1999. The mission is therefore not reporting against indicators at this time.

### **III. Performance over the Past Year Relative to Plans**

The following has been achieved:

- The "Democracy and Governance in Zimbabwe-Analysis and Strategic Framework" was submitted in June and approved by USAID/W in July, 1998.
- A Limited Scope Grant Agreement was negotiated with the Government of Zimbabwe and FY 1998 funds were obligated in September, 1998. The agreement outlines USAID support to civil society organizations (CSOs) and strengthening the parliamentary reform program.
- Three staff members were recruited to manage the SpO. This includes a USDH Team Leader, one USPSC Activity Manager and one FSN Senior Democracy Advisor.
- A partners group of representatives from CSOs was formed during the design of the "Democracy and Governance in Zimbabwe-Analysis and Strategic Framework". In September, 1998 that group nominated a "core" group of partners to represent them in the day-to-day implementation of the program. The core group meets with USAID at least once

a month. The group serves as advisors to the program and has been instrumental in guiding the mission through this sensitive political period.

- After full and open competition, a Cooperative Agreement was awarded to a U.S. NGO (PACT) to implement the Zimbabwe American Development Foundation (ZADF). This Cooperative Agreement focuses on building ZADF as a local grant-making institution. In the next two and a half years, ZADF/PACT will give grants to local CSOs to help achieve IR 1, "Increased civil society organizations' representation of citizens' interests."
- A Request for Applications (RFA) was issued by the mission in February 1999 to begin implementation of the civil society grants program in support of IR 1, "Increased Civil Society Organizations' Representation of Citizens' Interests". It is expected that five grants totaling \$500,000 will be awarded by May, 1999.
- The RFA to solicit applications from U.S. NGOs interested in implementing the Parliamentary Strengthening Program in support of IR 2 ("Increased and More Effective Mechanisms for Citizens' Input to Government") has been approved by Parliament and will be issued shortly. A U.S. NGO is expected to be in country o/a July, 1999 subject to the availability of funds.
- Donors and embassies interested in democracy and governance came together for the first time to coordinate their efforts in this sector. Meetings are now held at both the chief of mission and the technical counterpart levels on a bi-monthly basis. USAID has entered into a dialogue with other donors about the possibility of jointly funding the civil society grants program. At the same time, USAID, UNDP and Parliament are working to establish a sub-donor committee chaired by Parliament. All of these efforts result in a more coordinated and effective donor approach.
- A new SO Results Framework and performance monitoring plan with targets and indicators will be submitted in April, 1999 for USAID/W approval. All the above SpO implementation actions support the proposed SO. The plan was developed during a three-week team building exercise which not only identified roles and responsibilities of team members but also developed the expanded results framework for the new SO.

#### **IV. Performance through the Budget Request Year**

##### *Expected Results and Management Actions*

In late November 1998, based on a rapidly deteriorating political and economic environment, USAID/W instructed the mission to develop a new strategy with a focus on democracy and governance. An expanded SO has been developed that builds on the initial focus of the SpO but increases the pace and scale of USAID's efforts. The mission plans to fold the activities of the SpO into the new SO during FY 2000.

The proposed SO is "Enhanced Citizen Participation in Economic and Political Decision Making". This new SO is based on the current SpO but advances efforts in achieving "increased

*opportunities for participation" to achieving "enhanced participation."* The pace, scale and resources will be increased to affect positive change through advocacy and dialogue.

If the political and economic environment remains as it is or improves, then the mission is optimistic about prospects for achieving the results since the strategy supports reform processes that have already begun. For example, civil society and Parliament are already implementing an agenda for change. The success of the strategy depends on the willingness of the ruling party and executive to engage in substantive dialogue. The GOZ is currently very sensitive to outside criticism. The local grants program has been criticized as supporting "pressure groups" and the "opposition". GOZ willingness to allow additional resources to be obligated for the program will be an important test of the future. If the situation continues to deteriorate, USAID will need to find alternative obligation mechanisms to promote its encouragement of civil society reform within government.

It is clear that USAID assistance will be scrutinized and the USG will need diplomatic skills to withstand official criticism. This is a high risk undertaking but efforts to mitigate against criticism and even censure have been accomplished by building strong support through a D/G Partners Group and with Parliament.

The new SO requests increased support for CSOs and Parliament and a broadened scope to include government institutions that deal with land reform, other government institutions which may become reform-minded and local authorities. These areas are critical to the mission's ability to address key crisis points (e.g., land reform and the provision of services at the local government level) at this juncture in Zimbabwe.

## **Part III**

### **RESOURCES REQUEST**

This R4 requests significant increases in program budget over the close-out budget levels. USAID/Washington has already increased programming in FY 1999 and the FY 2000 CP request levels; these increases are reflected below. FSN staffing levels also increase slightly. The mission will stop scaling back its staffing and maintain a modest American presence (7 USDH and 4 USPSC positions). Operating Expenses decrease compared to projections in the FY 2000 R4 and are less than \$1.6 million per year due to a weaker Zimbabwe Dollar.

The basic assumptions in this year’s planning were:

- that a “transitional” CSP, postponing USAID/Zimbabwe’s close-out date beyond FY 2003, will be approved with Africa Bureau commitment to crisis mitigation;
- flexible program levels that correlate to various possible country scenarios (as described in the TCSP); and
- increased management responsibility for FSNs, along with additional training to maximize the skills of highly qualified FSN staff.

### Program Resources

The following resources are necessary to implement the first two years of the new strategy while phasing out of current strategic objectives.

#### PROJECTED PROGRAM RESOURCES (\$000s)

	FUNDING TYPE	FY 1999 NOA (ACTUAL)	FY 2000 CP	FY 2001
By Sector	Economic Growth	1,950	3,000	5,450
	Agriculture	1,500	0,700	1,350
	Democracy	2,500	1,000	4,675
	Population	1,000	2,000	3,500
	HIV/AIDS	1,550	2,200	3,850
	CHS/Orphans	300	0	500
	ESF	500*	?	?
	TOTAL	9,300	8,900	19,325

\*\$500,000 of ESF not confirmed.

### Workforce Ramifications

Based on the 1995 decision to close the program, U.S. staff levels have decreased from 21 (1996), to 16 (1997), to 12 (1998) and 11 (1999). However, program expenditure levels have averaged \$11 million per year over the same period.

Major program staffing modifications that have taken place since last year include:

- The mission expanded support to D/G programming through the arrival of:
  - A USDH fulfilling the role of both PDO and D/G Team Leader;
  - A program-funded USPSC Activity Manager for the Zimbabwe American Development Foundation; and
  - A program-funded senior D/G FSN Advisor.
- To demonstrate the mission's commitment to increased management responsibility for FSN technical staff, the following decisions were made:
  - The Natural Resources Management team (current SO1) will reduce staff before the end of FY 1999 with the departure of the USPSC program manager. His responsibilities will be taken over by a senior FSN technician.
  - The USPSC Private Sector Officer departed post in September 1998<sup>6</sup>. An FSN has assumed Team Leader responsibilities for SO2's Private Sector Development portfolio.
  - The USDH RUDO Team Leader will depart in October 1999. The senior FSN will become the Team Leader, supported by a G/ENV-funded USPSC to be recruited as soon as possible.
- The USPSC Family Planning and HIV/AIDS Team Leader will depart post in July 1999. As Zimbabwe is "ground-zero" for the AIDS epidemic, and HIV interventions are a cornerstone of the new crisis strategy, the mission requests an increase of either one USDH. If a USDH is not available, then a USPSC will be hired.

The following workforce request is needed to support program levels that increased from \$2.05 million to \$9.3 million in FY 1999 and \$9.2 million in FY 2000, rather than the \$200,000 projected previously.

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<sup>6</sup> In addition, the USDH Private Sector Officer is on extended medical evacuation sick leave; his return is uncertain. This position will be eliminated in FY 2000.

**PROJECTED WORKFORCE SUMMARY  
FY 1998 – FY 2002**

	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002 Preliminary Projection
USDH	7	7	7	7	7
Locally Hire OE *	41	42	45	45	45
Program (FSN)	8	9	12**	14**	14
Program (U.S.)	4	4	4***	4***	4***
<b>TOTAL</b>	<b>60</b>	<b>62</b>	<b>68</b>	<b>70</b>	<b>70</b>

\* Increases represent an additional Procurement Specialist position (FY 1999), and a Financial Analyst, Program Specialist and Driver (retention of current RUDO-assigned driver after program closes) in FY 2000.

\*\* Two additions for Citizens' Participation and one for HIV/AIDS in FY 2000, and picking up two previously RUDO-funded staff in FY 2001 who will work in the new Citizen's Participation SO.

\*\*\* Final staff mix depends on scenario outcomes and funding levels as presented in the TCSP; includes RUDO-funded USPSC.

These staffing levels exclude RUDO-funded personnel through FY 2000.

**Operating Expenses (OE)**

Refer to the OE tables, attached, for full details. The following narrative provides additional background and support.

*Local currency trust funds continue to be a major factor in the mission's Operating Expenses equation. Trust funds expired at the end of FY 1998. In October 1998, the mission received the local currency equivalent of U.S. \$500,000 in trust funds resulting from the release of \$5.0 million in Non-Project Assistance. By earning maximum interest and spreading use of those funds over the period FY 2000 to FY 2003, the mission manages with less than \$1.6 million per year in OE budget.*

OE costs are relatively low due to the fact that the mission owns a compound of three office buildings and five residences. To maintain the office compound, the mission uses FSNPSC employees who serve double duty as janitors, gardeners, mail clerks, drivers and warehousemen. The cost of these four employees is minimal.

USAID/Zimbabwe's approved FY 1999 Operating Expense budget is \$1,571,000 in U.S. dollars (no trust funds).

The mission used an average exchange rate of 30.0 Zimbabwe dollars to U.S. \$1.0 in budgeting local currency costs for FY 1999, and 35.0 Zimbabwe dollars to U.S. \$1.0 for fiscal years 2000 and 2001. The local currency exchange rate has been volatile in the last year, and the funding request assumes that the Government of Zimbabwe will not fix the exchange rate.

ICASS costs for FY 1999 are \$156,600, of which \$64,200 will be charged to SOs. A 10% to 15% annual increase is anticipated. The Mission's ICASS costs are characterized as reasonable. The Executive Officer is currently the Chairman of the ICASS Council.

FSNPSCs represent the largest OE cost, accounting for one-third of the annual OE budget. FSNPSC positions are expected to level off at 45 from FY 2000 onward. Annual FSNPSC budgets include an estimated 25% cost-of-living increase.

U.S. \$20,000 is budgeted to cover costs of the very effective FSN career training program -- a modest cost for an important management tool to implement the new strategy and enhance ability to delegate additional responsibilities to FSNs.

USAID/Zimbabwe has made the necessary Year 2000 (Y2K) ADP (hardware and software) procurements and is Y2K compliant for both OE and program purposes.

In response to the rapid devaluation of the Zimbabwe dollar, the electric power utility company, is suffering a declining infrastructure capability with severe black-outs possible. This utility's lack of preparedness for Y2K issues makes the potential for problems even higher after January 1, 2000. Thus, the mission will invest \$175,000 in electric generators.

### **Overview of FYs 2000/2001 OE Estimates**

Total OE requirements for FY 2000 and FY 2001 are U.S. \$1,895,200 and \$1,817,100, respectively. Trust Fund usage for these years is \$302,500 and \$253,200 respectively, thereby reducing the U.S. dollar portion to \$1,592,700 for FY 2000 and \$1,563,900 for FY 2001.

The increase in OE requirements for FY 2000 (over FY 1999) is caused by several planned USDH transfers to/from post.

### **Non-USAID-funded Issues**

The mission will work closely with the Embassy on security issues, including the possible construction of a new office building. In the interim, it is critical that enhancements to improve the mission's security posture be made at the current office compounds. These enhancements could be accomplished with supplemental funding of approximately \$250,000.

**Information Topic:** ENVIRONMENTAL IMPACT  
**Requestor:** Bureau Environment Officers

**A. Introduction:**

USAID/Zimbabwe will have no Reg. 216 requirements this FY. All of the mission's actions this year will consist of incremental funding additions to existing activities with approved IEEs. As a result, the mission foresees no extra Bureau assistance in complying with its Reg. 216 requirements this year.

The mission completed the Reg. 216 actions planned for last year, including: 1) the completion of a new IEE for its new Democracy and Governance (D/G) activity -- Zimbabwe Democracy Strengthening (ZIMDES; No. 613-0247); and 2) an amendment to the existing approved IEE for the Zimbabwe NRMP under SO 1. Due to its focus on training and information access, the ZIMDES IEE for the new D/G activity received a Categorical Exclusion. The NRMP amendment was required to update the bilateral program description, budget and certain implementation arrangements in accordance with the approved, revised SO framework. Accordingly, it did not entail any major changes in the existing environmental review procedures. All other activities are being adequately covered through existing approved IEEs, and their respective environmental compliance requirements.

**B. Specific Activity Updates:**

There are no apparent problems in complying with the requirements of existing approved IEEs for ongoing mission programs. An update on the status of ongoing program environmental requirements follows.

1. Zimbabwe Natural Resources Management Project, Phase II (613-0251.13 & 690-0241: SO 1): The mission is proceeding with implementation of this program in full accordance with the terms of our recent program IEE amendment (completed in 1998), which fully updates the original IEE in accordance with the revised program strategy and implementation arrangements noted above. In addition to completing the program's important wildlife and environmental monitoring requirements (discussed in the R4 narrative), the mission has also completed duly signed Environmental Review/Screening Forms for each of the twenty-one (21) grants executed with communities under the project's CAMPFIRE Development Fund (CDF). The results of this environmental review process have also been periodically reviewed by REO Bingham during the course of her TDYs to provide refresher training on the environmental review process to (especially new) program participants (i.e., three such sub-regional training courses have been conducted to date, in Beitbridge, Nyanga and Mazvikadei.)

As all of the grants issued to date have been for capacity-building activities (i.e., TA, training and limited commodity and staff support), none of these activities has required extensive environmental review (i.e., all Category 1-type activities). However, as we proceed to the first set of infrastructure development grants (in process), the expanded SO team is ensuring that environmental review is being conducted as a major and integral component of the greater proposal design process.

Towards this end, the program has just completed a new CDF Manual, which provides, among other things, detailed guidance on CDF environmental review requirements, in accordance with both USAID and GOZ policies and procedures on this subject. Several (5) additional sub-regional training events are planned for this year to properly introduce this new manual, with REO Bingham's assistance in presenting the environmental review guidance. This approach will ensure that the approved activities are implemented in full accordance with USAID and GOZ environmental review requirements. Accordingly, there are no outstanding issues associated with continuing compliance with the agreed upon environmental requirements for this project.

2. Zimbabwe Private Sector Housing Program (613-HG-003; SO 2): At the time of program design, the EEO expressed concerns regarding the potential for adverse environmental impacts resulting from this program's stated intent to adjust housing construction standards to more appropriate levels in the interest of providing more affordable shelter options for more people in accordance with the SO's broadened ownership objectives (see cable 92 State 7954).

In response to this expressed concern, at the mission's request, the REO conducted an extensive field review of a broad cross-section of program-financed shelter developments in progress in March 1995. The results of this review indicated that this potential area of environmental concern was unwarranted, with all program-financed housing construction observed to be proceeding in accordance with proper environmental (and other) standards. Moreover, these direct field observations were also corroborated by the REO's review of the revised shelter design standards developed with program assistance, which contained satisfactory environmental specifications.

The sole significant area of environmental concern identified by the REO was the lack of any formal EA procedures within the current shelter site selection and planning process. This concern was subsequently addressed by the program through the inclusion of an environmental component within a program-financed Site Planning Workshop conducted in November 1996 for some 30 program participants, representing national and local Government agencies, Provincial planners, and University of Zimbabwe staff where the new housing development standards are being taught. Additional information on this subject was included in the IEE for the most recent program amendment completed in 1996.

In addition, the GOZ's new Environmental Assessment Policy and procedures are currently in the final stages of review, pending finalization and formal Government ratification later this year. The proposed Environmental Management Bill requires EIAs to be conducted for all new housing developments. The mission will ensure that all USAID HG-financed development activities will duly comply with this important new GOZ design requirement.

Based on the above, the mission concludes that this activity, too, is being implemented in an environmentally sound manner, in full accordance with agreed upon IEE terms and conditions.

3. Zimbabwe AIDS Prevention and Control (613-037; SO 3): HIV/AIDS testing activities were included in an IEE amendment completed in FY 97 under a new NGO strengthening component to this program. This activity component was given a Negative Determination on the assurance that the mission would monitor program compliance with proper disposal procedures for any/all contaminated waste products resulting from any USAID-financed testing program.

This testing component is now being implemented, but the actual testing has yet to begin (i.e., the first Voluntary Counseling and Testing (VCT) center is scheduled to open in April 1999).

Under this new field testing program, all testing will be completed under the oversight of Zimbabwe's National Blood Transfusion Service (NBTS), which complies fully with all salient international standards for HIV/AIDS testing and waste disposal procedures. Initially (until the test kits arrive and people are trained in their use), all testing will be completed directly by the NBTS in Harare, including the disposal of contaminated waste products in accordance with their established disposal procedures. Thereafter, testing and disposal will take place at the six, new, USAID-supported regional VCT field sites (scheduled to open throughout this year), under the supervision and in accordance with the procedures of the NBTS. The NBTS will monitor the VCT centers to ensure that they properly comply with these requirements. This arrangement will ensure that this activity, also, is implemented in an environmentally sound manner.

4. Other: All other ongoing Mission activities have received either a Categorical Exclusion or a Negative Determination without conditions; and, therefore, no further environmental actions are required at this time.

**Information Topic:** UPDATED RESULTS FRAMEWORK

**Requestor:** PPC/CDIE/PME

**STRATEGIC OBJECTIVE ONE:**

*Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities*

- **Intermediate Results (IRs)**

IR 1: Sustainable natural resources management practices adopted

IR 2: Sound community decision-making processes established

IR 3: Rural land pressure reduced (defined in USAID/Zimbabwe 1997-2003 CSP as falling largely outside USAID/Zimbabwe's manageable interest)

- **Results Packages (RPs)**

RP 1: CAMPFIRE Support Services

RP 2: CAMPFIRE Development Fund

**STRATEGIC OBJECTIVE TWO:**

*Broadened Ownership in a Growing Economy*

- **Intermediate Results (IRs)**

IR 1: Broadened ownership in low-income housing

IR 2: Broadened ownership of existing businesses

IR 3: Accelerated creation and expansion of sustainable micro, small and medium enterprises

**STRATEGIC OBJECTIVE THREE:**

*Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods (CSP 1997-2003).*

- **Intermediate Results (IRs)**

IR 1: Increased use of complementary delivery systems for family planning and HIV/AIDS services

- **Results Packages (RPs)**

RP 1: Improved quality of family planning services

RP 2: Adequate supply and proper management of contraceptive logistics

RP 3: Improved policies for better decision-making

RP 4: Strengthening NGOs for HIV/AIDS control

RP 5: Behavior change resulting from communication interventions

**SPECIAL OBJECTIVE:**

***Increased Opportunities for Participation in Economic and Political Decision-Making***

- **Intermediate Results (IRs)**

IR 1: Increased civil society organization (CSO) activities that expand citizen participation

IR 2: Increased and enhanced mechanisms for citizen input to government

- **Sub-Intermediate Results (Sub-IRs)**

Sub-IR 1.1: More and better information to increase awareness of rights, responsibilities, opportunities and government actions

Sub-IR1.2: More and better public data on citizens' policy priorities

Sub-IR 1.3: Strengthened CSO capacity to articulate and promote citizens' interests

Sub-IR 2.1: New and additional strategies to communicate with government

Sub-IR 2.2: Government opens additional channels for communication and/or debate

*The following are the proposed strategic and special objective areas under the new **Transitional Country Strategic Plan (TCSP 2000-2005)** submitted to Washington for approval in early March 1999. These SO/SpOs, if approved, will form the technical foundation of a new management contract with Washington; the next reporting period will be on the basis of these strategic/special objective areas and associated Performance Monitoring Plans to be submitted later.*

***PROPOSED STRATEGIC OBJECTIVE:***

**Enhanced Citizen Participation in Economic and Political Decision-Making (TCSP 2000-2005)**

- **Intermediate Results (IRs)**

- IR 1: Improved civil society organizations' (CSOs) representation of citizen's interests at national and local levels
- IR 2: More effective and accessible selected national government institutions
- IR 3: Local authorities more capable and open to local citizen input

- **Sub-Intermediate Results (Sub-IRs)**

- Sub-IR 2.1 Parliament
- Sub-IR 2.2 Land reform institutions
- Sub-IR 2.3 Other national government institutions

- Result Packages to be developed.

***PROPOSED STRATEGIC OBJECTIVE:***

**HIV/AIDS Crisis Mitigated (TCSP 2000-2005).**

- **Intermediate Results (IRs)**

- IR 1: Behavior change resulting from increased accessibility to quality services with proven effectiveness
- IR 2: Behavior change resulting from communications interventions with proven effectiveness
- IR 3: Enhanced capacity of public institutions, NGOs and CBOs to design and implement effective programs for orphans and others affected by the HIV/AIDS crisis

- **Results Packages (RPs)**

- RP 1.1: Voluntary Counseling and Testing made more accessible
- RP 1.2: Contraceptives accessible and affordable
- RP 1.3: NGO capacity strengthened
- RP 1.4: MOH/ZNFPC services streamlined
- RP 2.1: "Beyond Awareness" campaign conducted
- RP 2.2: Improved policy and increased resources for HIV/AIDS

- RP 3.1: Best practices shared
- RP 3.2: Skills training and microfinance provided

***PROPOSED SPECIAL OBJECTIVE***

**Access to Economic Opportunity for Disadvantaged Groups Expanded (TCSP 2000-2005).**

- **Intermediate Results (IRs)**

IR 1: Access to financial services increased.

IR 2: Business capacity improved.

IR 3: Legal and regulatory environment more supportive of micro, small and medium scale enterprises (MSMEs).

- Provisional Results Packages to be developed.

## Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO 3: Reduced Fertility and Increased Use of HIV/AIDS Preventive Measures	936-3057 Central Contraceptive Procurement	High			2,000		?
	936-3090 AIDS Social Marketing (AIDSMARK) HIV/AIDS	Medium-High			1,000		?
<b>GRAND TOTAL.....</b>					<b>3,000</b>	?	?

\* For Priorities use high, medium-high, medium, medium-low, low

## FY 1999 Budget Request by Program/Country

Program/Country:

(Enter either DA/CSD; ESF; NIS; or SEED)

ZIMBABWE

19-Apr-99

11:41 AM

**Scenario**

O. #, Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99		
		Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ			D/G	
<b>SO 1: Natural Resources Management Strengthened for Sustainable Development of Campfire Communities</b>																		
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,000	6,400
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,000	6,400
<b>SO 2: Broadened Ownership in a Growing Economy</b>																		
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,000	2,800
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,000	2,800
<b>SO 3: Reduced Fertility and Increased Use of HIV/AIDS Preventive Methods</b>																		
	Bilateral	850	0	0	0	0	0	0	300	0	550	0	0	0	0	0	3,400	7,500
	Field Spt	2,000	0	0	0	0	0	1,000	0	0	1,000	0	0	0	0	0	0	0
		2,850	0	0	0	0	0	1,000	300	0	1,550	0	0	0	0	0	3,400	7,500
<b>SPO: Increased Opportunities for Participation in Economic and Political Processes</b>																		
	Bilateral	5,950	0	1,500	1,950	0	0	0	0	0	0	0	0	0	2,500	0	1,200	8,000
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		5,950	0	1,500	1,950	0	0	0	0	0	0	0	0	0	2,500	0	1,200	8,000
<b>SO 5:</b>																		
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SO 6:</b>																		
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SO 7:</b>																		
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SO 8:</b>																		
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Bilateral</b>		6,800	0	1,500	1,950	0	0	0	300	0	550	0	0	0	2,500	0	11,600	24,700
<b>Total Field Support</b>		2,000	0	0	0	0	0	1,000	0	0	1,000	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>		8,800	0	1,500	1,950	0	0	1,000	300	0	1,550	0	0	2,500	0	11,600	24,700	

FY 99 Request Agency Goal Totals	
Econ Growth	3,450
Democracy	2,500
HCD	0
PHN	2,850
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	6,950
Dev. Assist ICASS	0
<b>Dev. Assist Total:</b>	<b>6,950</b>
CSD Program	1,850
CSD ICASS	0
<b>CSD Total:</b>	<b>1,850</b>

Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

## FY 2000 Budget Request by Program/Country

19-Apr-99  
11:41 AM

Program/Country: **ZIMBABWE**

ZIMBABWE

Approp Acct:

(Enter either DA/CSD; ESF; NIS; or SEED)

Scenario

O. # , Title	FY 2000 Request														Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00	
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities																Year of Final Oblig:98	
Bilateral	0															3,000	3,400
Field Spt	0															0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,000	3,400
SO 2: Broadened Ownership in a Growing Economy																Year of Final Oblig:98	
Bilateral	0															2,800	0
Field Spt	0															0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,800	0
SO 3: Reduced Fertility and Increased Use of HIV/AIDS Preventive Methods																Year of Final Oblig:99	
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO: Increased Opportunities for Participation in Economic and Political Processes																Year of Final Oblig:99	
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO: <i>Citizens' Participation (TCSP 2000-2005)</i>																Year of Final Oblig:05	
Bilateral	2,700	0	700	1,000	0	0	0	0	0	0	0	0	0	1,000		750	9,950
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
	2,700	0	700	1,000	0	0	0	0	0	0	0	0	0	1,000		750	9,950
SO: <i>HIV/AIDS (TCSP 2000-2005)</i>																Year of Final Oblig:05	
Bilateral	2,200	0	0	0	0	0	0	0	0	2,200	0	0	0	0		440	1,760
Field Spt	2,000	0	0	0	0	0	0	2,000	0	0	0	0	0	0		400	1,600
	4,200	0	0	0	0	0	0	2,000	0	2,200	0	0	0	0		840	3,360
SO: <i>Economic Opportunity (TCSP 2000-2005)</i>																Year of Final Oblig:05	
Bilateral	2,000	0	0	2,000	0	0	0	0	0	0	0	0	0	0		400	1,600
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
	2,000	0	0	2,000	0	0	0	0	0	0	0	0	0	0		400	1,600
SO:																Year of Final Oblig:	
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	6,900	0	700	3,000	0	0	0	0	0	2,200	0	0	0	1,000		7,390	16,710
Total Field Support	2,000	0	0	0	0	0	0	2,000	0	0	0	0	0	0		400	1,600
<b>TOTAL PROGRAM</b>	<b>8,900</b>	<b>0</b>	<b>700</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>2,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>		<b>7,790</b>	<b>18,310</b>

FY 00 Request Agency Goal Totals	
Econ Growth	3,700
Democracy	1,000
HCD	0
PHN	4,200
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	4,700
Dev. Assist ICASS	0
<b>Dev. Assist Total:</b>	<b>4,700</b>
CSD Program	4,200
CSD ICASS	0
<b>CSD Total:</b>	<b>4,200</b>

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

## FY 2001 Budget Request by Program/Country

19-Apr-99

Program/Country:

ZIMBABWE 11:41 AM

(Enter either DA/CSD; ESF; NIS; or SEED)

Approp Acct:  
Scenario

O. # , Title		FY 2001 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)	
		Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health				Environ
SO 1: Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities												Year of Final Oblig:98					
Bilateral	0														2,000	1,700	0
Field Spt	0														0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,000	1,700	0
SO 2: Broadened Ownership in a Growing Economy												Year of Final Oblig:99					
Bilateral	0														0	0	0
Field Spt	0														0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods												Year of Final Oblig:99					
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO: Increased Opportunities for participation in Economic and Political Processes												Year of Final Oblig:99					
Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO: <b>Citizens' Participation (TCSP 2000-2005)</b>												Year of Final Oblig:05					
Bilateral	8,525	0	1,350	2,500	0	0	0	0	0	0	0	0	0	4,675	5,000	13,475	30,000
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8,525	0	1,350	2,500	0	0	0	0	0	0	0	0	0	4,675	5,000	13,475	30,000
SO: <b>HIV/AIDS (TCSP 2000-2005)</b>												Year of Final Oblig:05					
Bilateral	5,350	0	0	0	0	0	1,000	500	0	3,850	0	0	0	0	3,000	4,110	10,000
Field Spt	2,500	0	0	0	0	0	2,500	0	0	0	0	0	0	3,000	1,100	10,000	
	7,850	0	0	0	0	0	3,500	500	0	3,850	0	0	0	6,000	5,210	20,000	
SPO: <b>Disadvantaged Groups (TCSP 2000-2005)</b>												Year of Final Oblig:05					
Bilateral	2,950	0	0	2,950	0	0	0	0	0	0	0	0	0	0	2,000	2,550	12,000
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2,950	0	0	2,950	0	0	0	0	0	0	0	0	0	2,000	2,550	12,000	
SO:												Year of Final Oblig:					
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	16,825	0	1,350	5,450	0	0	1,000	500	0	3,850	0	0	0	4,675	12,000	21,835	52,000
Total Field Support	2,500	0	0	0	0	0	2,500	0	0	0	0	0	0	3,000	1,100	10,000	
<b>TOTAL PROGRAM</b>	<b>19,325</b>	<b>0</b>	<b>1,350</b>	<b>5,450</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>500</b>	<b>0</b>	<b>3,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,675</b>	<b>15,000</b>	<b>22,935</b>	<b>62,000</b>

FY 01 Request Agency Goal Totals	
Econ Growth	6,800
Democracy	4,675
HCD	0
PHN	7,850
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	14,975
Dev. Assist ICASS	0
<b>Dev. Assist Total:</b>	<b>14,975</b>
CSD Program	4,350
CSD ICASS	0
<b>CSD Total:</b>	<b>4,350</b>

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

Operating Expenses

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	11.1	0	11.1	0	11.9	11.9	0	11.9	11.9	0	14.9	14.9	0	14.9	14.9
	Subtotal OC 11.1	11.1	0	11.1	0	11.9	11.9	0	11.9	11.9	0	14.9	14.9	0	14.9	14.9
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	FNDH	1.4	0	1.4	1.5	0	1.5	1.5	0	1.5	1.9	0	1.9	1.9	0	1.9
	Subtotal OC 11.5	1.4	0	1.4	1.5	0	1.5	1.5	0	1.5	1.9	0	1.9	1.9	0	1.9
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	9	0	9	47.6	0	47.6	47.6	0	47.6	59.5	0	59.5	59.5	0	59.5
11.8	FN PSC Salaries	450	0	450	300	182.2	482.2	300	182.2	482.2	500	102.8	602.8	500	102.8	602.8
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.8	459	0	459	347.6	182.2	529.8	347.6	182.2	529.8	559.5	102.8	662.3	559.5	102.8	662.3
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	97.6	0	97.6	155.7	0	155.7	155.7	0	155.7	149.6	0	149.6	149.6	0	149.6
12.1	Cost of Living Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Home Service Transfer Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	5	0	5	6	0	6	6	0	6	6	0	6	6	0	6
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Other FNDH Benefits	2.7	0	2.7	0	2.9	2.9	0	2.9	2.9	0	3.6	3.6	0	3.6	3.6
12.1	US PSC Benefits	6.5	0	6.5	23.1	0	23.1	23.1	0	23.1	28.8	0	28.8	28.8	0	28.8
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Other FN PSC Benefits	83	0	83	0	105.5	105.5	0	105.5	105.5	0	131.9	131.9	0	131.9	131.9
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	194.8	0	194.8	184.8	108.4	293.2	184.8	108.4	293.2	184.4	135.5	319.9	184.4	135.5	319.9
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	50	0	50	50	0	50	50	0	50	50	0	50	50	0	50
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	8.6	0	8.6	44	0	44	44	0	44	11	0	11	11	0	11
21.0	Assignment to Washington Travel	2.4	0	2.4	6.4	0	6.4	6.4	0	6.4	5.2	0	5.2	5.2	0	5.2



Operating Expenses

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total												
25.1	Engineering & Technical Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	25.3	0	25.3	26.1	0	26.1	26.1	0	26.1	32.6	0	32.6	32.6	0	32.6
25.2	Residential Security Guard Services	16.2	0	16.2	16.4	0	16.4	16.4	0	16.4	20.8	0	20.8	20.8	0	20.8
25.2	Official Residential Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances	1.1	0	1.1	1.1	0	1.1	1.1	0	1.1	1.1	0	1.1	1.1	0	1.1
25.2	Non-Federal Audits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Grievances/Investigations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees	0.5	0	0.5	0.5	0	0.5	0.5	0	0.5	0.5	0	0.5	0.5	0	0.5
25.2	Vehicle Rental	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Records Declassification & Other Records Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Penalty Interest Payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other Miscellaneous Services	11	0	11	10.6	0	10.6	10.6	0	10.6	13.1	0	13.1	13.1	0	13.1
25.2	Staff training contracts	30	0	30	75.7	0	75.7	75.7	0	75.7	25.7	0	25.7	25.7	0	25.7
25.2	ADP related contracts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.2	84.1	0	84.1	130.4	0	130.4	130.4	0	130.4	93.8	0	93.8	93.8	0	93.8
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	92.4	0	92.4	105	0	105	105	0	105	115	0	115	115	0	115
25.3	All Other Services from Other Gov't. accounts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.3	92.4	0	92.4	105	0	105	105	0	105	115	0	115	115	0	115
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	15	0	15	9.4	0	9.4	9.4	0	9.4	10.1	0	10.1	10.1	0	10.1
25.4	Residential Building Maintenance	15	0	15	12.6	0	12.6	12.6	0	12.6	11.8	0	11.8	11.8	0	11.8
	Subtotal OC 25.4	30	0	30	22	0	22	22	0	22	21.9	0	21.9	21.9	0	21.9
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	6.2	0	6.2	7.8	0	7.8	7.8	0	7.8	9.7	0	9.7	9.7	0	9.7
25.7	Storage Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance	2.6	0	2.6	2.6	0	2.6	2.6	0	2.6	3.2	0	3.2	3.2	0	3.2
25.7	Vehicle Repair and Maintenance	3.3	0	3.3	3.1	0	3.1	3.1	0	3.1	3.5	0	3.5	3.5	0	3.5
25.7	Residential Furniture/Equip. Repair and Maintenance	2.6	0	2.6	2.6	0	2.6	2.6	0	2.6	2.9	0	2.9	2.9	0	2.9
	Subtotal OC 25.7	14.7	0	14.7	16.1	0	16.1	16.1	0	16.1	19.3	0	19.3	19.3	0	19.3
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	35	0	35	40	0	40	40	0	40	45	0	45	45	0	45
	Subtotal OC 26.0	35	0	35	40	0	40	40	0	40	45	0	45	45	0	45
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	160	0	160	40	0	40	40	0	40	40	0	40	40	0	40
31.0	Purchase of Office Furniture/Equip.	10	0	10	10	0	10	10	0	10	10	0	10	10	0	10
31.0	Purchase of Vehicles	0	0	0	45	0	45	45	0	45	0	0	0	0	0	0

Operating Expenses

Org. Title: USAID/ZIMBABWE Org. No: 613 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
31.0	ADP Hardware purchases	20	0	20	15	0	15	15	0	15	15	0	15	15	0	15
31.0	ADP Software purchases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Subtotal OC 31.0	190	0	190	110	0	110	110	0	110	65	0	65	65	0	65
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		1571	0	1571	1592.7	302.5	1895.2	1592.7	302.5	1895.2	1563.9	253.2	1817.1	1563.9	253.2	1817.1

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>831.3</u>		<u>625</u>		<u>625</u>		<u>801.1</u>		<u>801.1</u>	
Exchange Rate Used in Computations	<u>1</u>	<u>30</u>	<u>1</u>	<u>35</u>	<u>1</u>	<u>35</u>	<u>1</u>	<u>35</u>	<u>1</u>	<u>35</u>

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

0 0 0 0

USAID/Zimbabwe End of year On-Board  FY 1999 Estimate									Workforce Tables							Total Mgmt.	Total Staff	
	SO 1	SO 2	SO 3	SO 4	SO 5	Sp01	Sp02	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other				
<b>OE Funded: 1/</b>																		
U.S. Direct Hire	1	1	0	0	0	1	0	3	2	1	1	0	0	0		4	7	
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	1	0	0	0		1	1	
Other FSN/TCN	0	0	0	0	0	0	0	0	4	11	26	0	0	0		41	41	
Subtotal	1	1	0	0	0	1	0	3	6	12	28	0	0	0		46	49	
<b>Program Funded 1/</b>																		
U.S. Citizens	0	1	2	0	0	1	0	4	0	0	0	0	0	0		0	4	
FNS/TCNs	2	5	2	0	0	1	0	10	0	0	0	0	0	0		0	10	
Subtotal	2	6	4	0	0	2	0	14	0	0	0	0	0	0		0	14	
Total Direct Workforce	3	7	4	0	0	3	0	17	6	12	28	0	0	0		46	63	
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	
<b>TOTAL WORKFORCE</b>	<b>3</b>	<b>7</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>17</b>	<b>6</b>	<b>12</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>46</b>	<b>63</b>	

NB: The 1 Sp01 USDH position is a split PDO/Democracy team leader position.

FY 2000 Target									Workforce Tables							Total Mgmt.	Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	Sp01	Sp02	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other			
<b>OE Funded: 1/</b>																	
U.S. Direct Hire	1	0	1	0	0	1	0	3	2	1	1	0	0	0		4	7
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	1	0	0	0		1	1
Other FSN/TCN	0	0	0	0	0	0	0	0	5	12	27	0	0	0		44	44
Subtotal	1	0	1	0	0	1	0	3	7	13	29	0	0	0		49	52
<b>Program Funded 1/</b>																	
U.S. Citizens	0	1	2	0	0	1	0	4	0	0	0	0	0	0		0	4
FNS/TCNs	2	5	3	0	0	3	0	13	0	0	0	0	0	0		0	13
Subtotal	2	6	5	0	0	4	0	17	0	0	0	0	0	0		0	17
Total Direct Workforce	3	6	6	0	0	5	0	20	7	13	29	0	0	0		49	69
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
<b>TOTAL WORKFORCE</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>20</b>	<b>7</b>	<b>13</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>49</b>	<b>69</b>

NB: The 1 Sp01 USDH position is a split PDO/Democracy team leader position.

FY 2000 Request									Workforce Tables							Total Mgmt.	Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	Sp01	Sp02	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other			
<b>OE Funded: 1/</b>																	
U.S. Direct Hire	1	0	1	0	0	1	0	3	2	1	1	0	0	0		4	7
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	1	0	0	0		1	1
Other FSN/TCN	0	0	0	0	0	0	0	0	5	12	27	0	0	0		44	44
Subtotal	1	0	1	0	0	1	0	3	7	13	29	0	0	0		49	52
<b>Program Funded 1/</b>																	
U.S. Citizens	0	1	2	0	0	1	0	4	0	0	0	0	0	0		0	4
FNS/TCNs	2	5	3	0	0	3	0	13	0	0	0	0	0	0		0	13
Subtotal	2	6	5	0	0	4	0	17	0	0	0	0	0	0		0	17
Total Direct Workforce	3	6	6	0	0	5	0	20	7	13	29	0	0	0		49	69
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
<b>TOTAL WORKFORCE</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>20</b>	<b>7</b>	<b>13</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>49</b>	<b>69</b>

1/ Excludes TAACS, Fellows, and IDIs

NB: The 1 Sp01 USDH position is a split PDO/Democracy team leader position.

USAID/Zimbabwe End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff	
FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	Sp01	Sp02										
<b>OE Funded: 1/</b>																	
U.S. Direct Hire	1	0	1	0	0	1	0	3	2	1	1	0	0	0	4	7	
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	
Other FSN/TCN	0	0	0	0	0	0	0	0	5	12	27	0	0	0	44	44	
Subtotal	1	0	1	0	0	1	0	3	7	13	29	0	0	0	49	52	
<b>Program Funded 1/</b>																	
U.S. Citizens	0	1	2	0	0	1	0	4	0	0	0	0	0	0	0	4	
FSNs/TCNs	2	5	3	0	0	5	0	15	0	0	0	0	0	0	0	15	
Subtotal	2	6	5	0	0	6	0	19	0	0	0	0	0	0	0	19	
Total Direct Workforce	3	6	6	0	0	7	0	22	7	13	29	0	0	0	49	71	
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL WORKFORCE</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>22</b>	<b>7</b>	<b>13</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>71</b>	

NB: The 1 Sp01 USDH position is a split PDO/Democracy team leader position.

FY 2001 Request																	
<b>OE Funded: 1/</b>																	
U.S. Direct Hire	1	0	1	0	0	1	0	3	2	1	1	0	0	0	4	7	
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	
Other FSN/TCN	0	0	0	0	0	0	0	0	5	12	27	0	0	0	44	44	
Subtotal	1	0	1	0	0	1	0	3	7	13	29	0	0	0	49	52	
<b>Program Funded 1/</b>																	
U.S. Citizens	0	1	2	0	0	1	0	4	0	0	0	0	0	0	0	4	
FSNs/TCNs	2	5	3	0	0	5	0	15	0	0	0	0	0	0	0	15	
Subtotal	2	6	5	0	0	6	0	19	0	0	0	0	0	0	0	19	
Total Direct Workforce	3	6	6	0	0	7	0	22	7	13	29	0	0	0	49	71	
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL WORKFORCE</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>22</b>	<b>7</b>	<b>13</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>71</b>	

<b>USAID/ZIMBABWE</b>
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USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01 SMG	1	1	1	1
02 Program Officer	1	1	1	1
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary	0	0	0	0
10 Agriculture	0	0	0	0
11 Economics	0	0	0	0
12 GDO	0	0	1	1
12 Democracy	0	0	0	0
14 Rural Development	0	0	0	0
15 Food for Peace	0	0	0	0
21 Private Enterprise	1	0	0	0
25 Engineering	0	0	0	0
40 Environment	1	1	0	0
50 Health/Pop.	0	1	1	1
60 Education	0	0	0	0
75 Physical Sciences	0	0	0	0
85 Legal	0	0	0	0
92 Commodity Mgt	0	0	0	0
93 Contract Mgt	0	0	0	0
94 PDO ~~	1	1	1	1
95 IDI	0	0	0	0
Other*	0	0	0	0
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

\*please list occupations covered by other if there are any

~~ This is a split PDO/Democracy team leader position.

Organization: USAID/ZIMBABWE

Foreign National Voluntary Separation Account									
Action	FY 1999			FY 2000			FY 2001		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	16,000.0	23,449.4	21,376.8
Obligations	0.0	10,587.2	8,862.0
Deposits	7,449.4	8,514.6	7,237.4
Balance End of Year	23,449.4	21,376.8	19,752.2

Exchange Rate                      ₺1.00:Z \$30                      ₺1.00:Z \$35                      ₺1.00:Z \$35

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Exchange Rate                      ₺1.00:Z \$30                      ₺1.00:Z \$35                      ₺1.00:Z \$35